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NAVAL POSTGRADUATE SCHOOL Monterey, California



THESIS

CAREER ORIENTATIONS OF COAST GUARD AVIATORS

by

Dana Allen Goward

December 1981

Thesis Co-Advisors:

J. Senger R. Weitzman

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Career Orientations of Coast Guard Aviators

by

Dana Allen Goward Lieutenant, United States Coast Guard B.S., United States Coast Guard Academy, 1974

Submitted in partial fulfillment of the requirements for the degree of

MASTER OF SCIENCE IN MANAGEMENT

from the

NAVAL POSTGRADUATE SCHOOL December 1981



ABSTRACT

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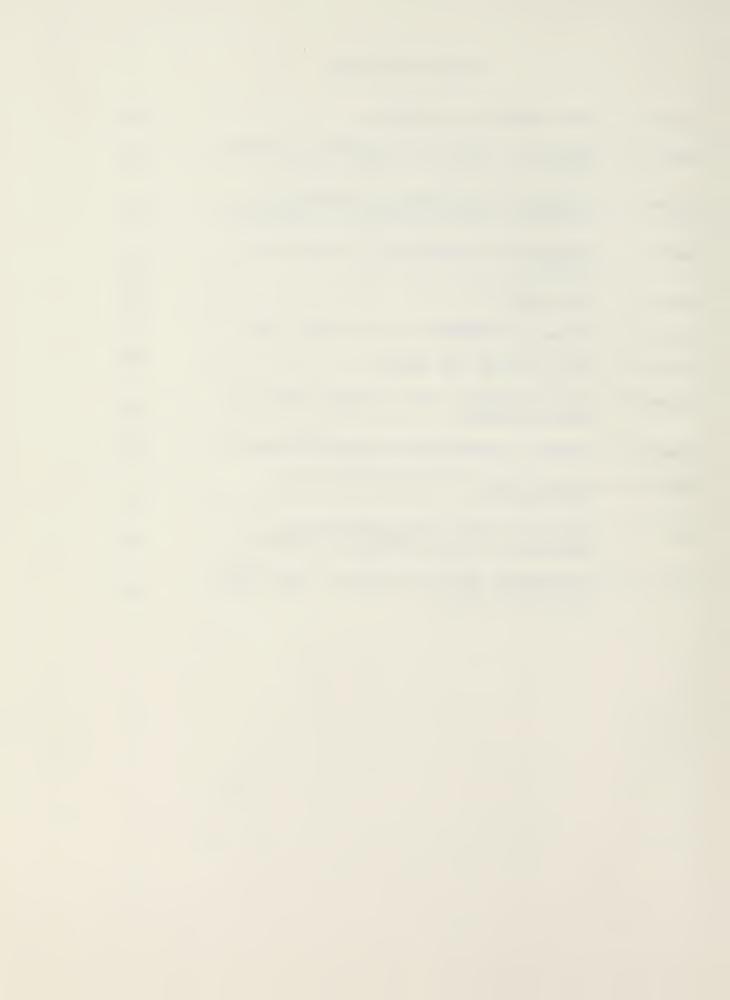
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I. <u>INTRODUCTION</u>

An understanding of the way in which Coast Guard pilots view their careers is important to efficient aviation personnel management. Whether they consider themselves to be mostly pilots, officers, professionals, specialists, or something else, is important to the proper formulation of any number of personnel policies. One area in which this is particularly important is in the consideration of a Coast Guard limited duty officer aviator (LDO) program that has been proposed. As presently envisioned, participants in this program would be guaranteed assignments involving flight operations for their entire career, and would not advance in rank beyond lieutentant commander.

The purpose of this study is to examine the ways in which Coast Guard avaitors view their careers as officers and pilots. The objectives of the study are:

- 1. To determine the proportion of the Coast Guard aviator population that would be willing to participate in an LDO program.
- 2. If a sizable group is found, to examine its composition and determine what variables are related to the willingness to participate in such a program.
- 3. To make a cursory examination of the following related questions:
 - a. Are potential program participants amenable to longer tours of duty?
 - b. How important is achieving status as a pilot through advanced pilot ratings to the potential LDO?



c. Can willingness to participate in an LDO program (and therefore career orientation) be predicted by a vocational interest inventory?

Willingness to participate in a limited duty officer program would seem to be a function of whether an individual viewed his career in the Coast Guard as primarily that of a pilot or an officer, a professional specialist or a manager. The phenonmena of highly trained specialists functioning in bureaucratic organizations appears to be well described by the cosmopolitan/local model of career orientation developed by Alvin Gouldner at the University of Minnesota. This personnel model appears to be an appropriate one about which to structure this study.

A. BACKGROUND: THE OFFICER/PILOT DUALITY

One of the continuing sources of discussion and disagreement in military ready rooms everywhere is the dual role of the military aviator. An aviator must be both a quasi-technical specialist in the operation of his aircraft and execution of operational missions, and an administrator/manager in the performance of his collateral duties. While singly each of these roles could easily demand an officer's full attention, the military aviator is tasked with simultaneous performance of both. This can be a source of conflicting loyalties, unfair demands and frustration.

Of all the services, this problem is perhaps most readily apparent in the Coast Guard. While the aviation units of other



services are almost always located on large military bases and are surrounded by concentric layers of support, the administration of which is left to others, Coast Guard units are usually isolated from other military activities. Consequently, they must be responsible for a wide variety of self-support functions in addition to their operational missions. Coast Guard pilots much earlier in their careers are tasked with more demanding and less aviation-relevant collateral duties than their counterparts in other services as a result. This early initiation causes the operator/administrator role conflict to be both pronounced and virtually continous throughout a Coast Guard pilot's career.

Studies of other occupational groups, especially those commonly thought of as professions, have shown that these conditions often give rise to two distinct and identifiable job attitudes or orientations among the individuals involved.

Some become more involved in their operational specialty, seeking achievement and job satisfaction through activities directly related to it. A commonly used example of this orientation is the medical doctor on the staff of a hospital whose sole interests are the healing of patients and the elimination of disease. He or she would typically identify much more with other doctors than with the hospital administration, be likely to submit articles to medical journals on a regular basis, and seek approval and status from peers. This type of orientation is commonly called "cosmopolitan."



On the other hand, some individuals identify more with their organization than their specialty. This orientation is usually called "local." To continue the doctor example, a "local" doctor would probably be less interested in perfecting the art of medicine and more in proper hospital administation and procedures. Rather than becoming widely known as a medical authority, the local doctor would seek to eventually become head of the hospital. It is important to note that the local and cosmopolitan doctors may not necessarily differ in medical competence. Where they do differ is in their attitudes toward their careers and in which arena they seek achievement, recognition and job satisfaction (Landsbury, 1978).

One of the methods of accommodating contrasting career orientations among professionals and specialists in many organizations has been the establishment of dual career paths. A scientist, for example, can often choose, at various points in his career, to either stay in research or move into management. Staying in research would mean promotions as a scientist, increased opportunities to do independent projects, gains in prestige through increases in professional competence, and the absence of most administrative duties. If a move into management was selected, the scientist would use his professional background in the administration of laboratories and management of research programs. When dual paths are available, individual career needs can be satisfied while at the same time the organization gains from more effective utilization of its human resources (Thompson, 1961).



Not all occupational groups are split with significant proportions of their membership having contrasting orientations. Studies have shown that almost all engineers, for example, envision themselves rising within the managerial (rather than professional) structure of their organizations at some point in their careers (Goldner and Ritti, 1970; Shepherd, 1961). Whether or not a significant division of locals and cosmopolitans exists in the field of aviation has never been shown or even addressed. This may be due in part to the fact that commercial pilots are rarely tasked with administrative duties and are employed exclusively in a cosmopolitan role, i.e., flying an aircraft. Similarly, military aviators are normally assigned primarily flight and flight-oriented responsibilities during their first few tours of duty. Traditionally high attrition among junior and mid-grade military pilots may leave only locals in the service. Indeed, there is some indication that those pilots most adept at controlling an aircraft tend to be those least well adapted to the military officer role and most likely to attrite (Rickus et. al., 1968). Retention studies (discussed in detail later) have also hinted that cosmopolitan personalities are more prone to leave the service. Thus it may be that the two major employers of pilots, the airline industry and the military, have relatively homogeneous populations of aviators with contrasting career orientations. The lack of opposing orientations within each group could explain the absence of work in this area.



Contrasting this view is the argument that the existence of dual career paths necessarily indicates coexistence of cosmopolitan and local orientations. The existence of the Army warrant officer and Navy limited duty officer programs for pilots might indicate that military pilots are indeed divided in the way they view their careers. However, these programs were probably established more as a method of resource allocation than to serve individuals' career aspirations. The existence of these programs might therefore be less of an indicator than appearances would suggest.

B. HYPOTHESES

In order to meet the stated objectives of the study and to examine related issues systematically, the following hypotheses will be examined.

1. Hypothesis 1

More than fifteen percent of the population are willing to participate in a limited duty officer program in which participants are not advanced in rank beyond lieutenant commander (referred to hereafter as simply "an LDO program").

The minimum participation required for the LDO program now under consideration by the Coast Guard is thirteen and one half percent (Holemon, 1980). Rounding this up to fifteen percent provides a degree of conservatism and respectable margin of error.

2. Hypothesis 2

Willingness to participate in an LDO program is a function of an individual's career orientation and varies directly with cosmopolitan traits.



Testing this hypothesis will also provide a test of the project's conceptual model. Although the model seems appropriate in every way, it may not be applicable to this particular situation or to the Coast Guard Aviator population.

3. Hypothesis 3

Individuals that have not been selected on schedule for the next highest grade will be more likely to participate in an LDO program than others.

Specialty career paths offer alternate definitions of success to those within the organization who are either unwilling or unable to succeed in the conventional organizational terms of promotions and pay raises. An LDO program, then, should be more attractive to those officers who have not been routinely promoted with their peers. This is also an important issue as the attractiveness of the program to officers who have not been routinely promoted could seriously impact upon the credibility and desirability of the LDO program from the perspectives of both other potential participants and organizational decision makers.

4. Hypothesis 4

Willingness to participate in an LDO program is a function of rank.

It would be expected that the longer an individual has been with an organization the more socialized into it he would become and the more he would identify with it. Similarly, it could be expected that individuals who have been more successful in organizational terms (promotions) will tend to identify with it more than others.



5. Hypothesis 5

Willingness to participate in an LDO program is a function of commissioning source.

It is anticipated that career orientation, and therefore willingness to become an LDO, will vary with commissioning source because of the variance in socialization and organizational attachment between the several sources. Academy graduates, for example, experience a greater period of training and socialization than do other officers. It could be expected that they would tend to local career orientations and be less likely to want to participate in an LDO program. Aviators originally commissioned as officers and pilots in other services, however, would be expected to be oriented more as cosmopolitans. This, if for no other reason than that they have already left one organization while remaining in the same profession.

6. Hypothesis 6

Individuals willing to participate in an LDO program prefer longer tours of duty than do other officers.

Geographic mobility in the military is associated with upward mobility in the organization. Individuals less concerned with upward mobility should therefore be more amenable to longer tours of duty, especially considering the financial hardships of relocation.

7. Hypothesis 7

Achieving status as a pilot through advanced qualifications is significantly more important to potential LDOs than to others.

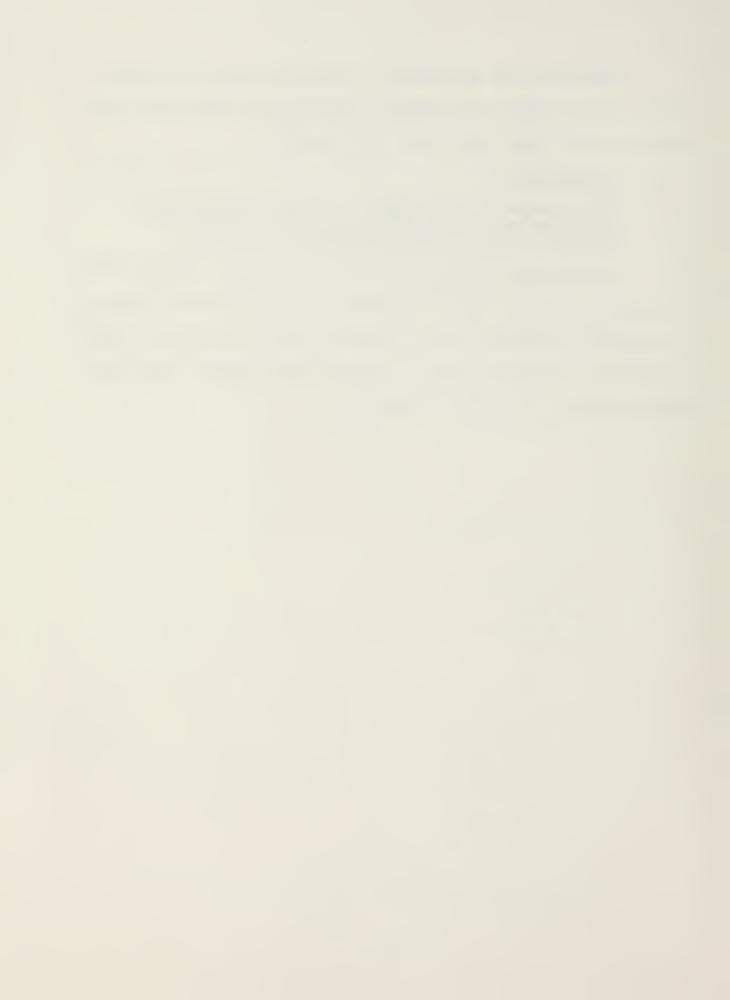


Assuming that the desire to become an LDO is a cosmopolitan trait, LDOs should prefer achievements within the field
of flying more than their local counterparts.

8. Hypothesis 8

Willingness to participate in an LDO program (and therefore career orientation) can be predicted using the Strong-Campbell Interest Inventory.

Conflicting career orientations represent distinct sets of career interests. As the Strong-Campbell Interest Inventory is designed to measure and distinguish between different career interests it should be able to discriminate between locals and cosmopolitans in the same profession.



II. LITERATURE REVIEW

A review of the literature reveals no work in the specific area of pilot career orientation. Much study has been done, however, of local and cosmopolitan orientations in other career fields and of military pilot job satisfaction and motiviation. In order to gain a proper background for this study, it is necessary to review work in both these areas.

In reviewing the literature it will be assumed that Coast Guard pilots do not differ significantly from pilots of other services in terms of motivation and job satisfaction. This is a fairly safe assumption as Coast Guard aviators are selected for training by the same criteria and tests used by other services and undergo flight training alongside their Navy and Marine counterparts. It is also a necessary assumption if motivational factors are to be considered in this study as few, if any, studies of Coast Guard pilots have been done.

A. CAREER ORIENTATION

The local/cosmopolitan phenomenon has been established by most writers as occurring primarily within professional groups (Francis and Stone, 1956; Gross, 1958; Corwin, 1961; Hall, 1968). Unfortunately there has been little agreement among sociologists as to what exactly constitutes a profession. In his review, for example, Landsbury cites some fifteen separate studies of occupations with as many definitions of "profession."



Several common elements were noticed, however, in most all of the definitions (Cogan, 1953; Vollmer and Mills, 1966). These were that a profession:

- 1. Is based on extensive training in a complex field of knowledge.
- 2. Involves practical application of that knowledge.
- 3. Is service oriented.

Using these criteria, military aviation could easily qualify as a profession. Flight training averages more than a year in length and is normally followed by a lengthy internship.

Military pilots must be schooled in the elements of many disciplines (aerodynamics, structural dynamics, navigation, meteorology, etc.) in addition to the intricacies of the various missions they must perform. This knowledge is practically applied on a day to day basis in providing a service to the surface units they support and to the country as a whole.

It is not enough, however, to demonstrate that military aviation is a profession to conclude that it experiences a significant local/cosmopolitan division within its ranks.

Many professions are made up almost exclusively of either all cosmopolitans or all locals. It is necessary, therefore, to examine the specific ways in which locals and cosmopolitans differ and determine if these differences are prevalent among military pilots.

The two opposing career orientations are almost always identified and defined principally in terms of their differences in the following areas:



Identity and Loyalty - Cosmopolitans tend to identify with their professional group, locals with their organizations.

Cosmopolitan loyalty is therefore directed more toward colleagues and clients than the hierarchy of the organization.

Thus cosmopolitans feel less compelled to support organizational policies, enforce and obey rules, and have few reservations about going outside the "chain of command" (Goldner and Ritti, 1970; Shepherd, 1961; Goldstein, 1958; Sorensen and Sorensen, 1974; Blau and Scott, 1962).

Mobility - Cosmopolitans are much more mobile than locals who are reluctant to sacrifice organizational knowledge and tenure by leaving the organization (Barber, 1965; Dalton, 1950).

Autonomy - Locals generally don't mind relatively close supervision and required adherence to organizational standards while cosmopolitans tend to chafe and balk at them (Kornhauser, 1952; Barber, 1965; Scott, 1968).

Professional Goals - The goals of the organization become the goals of the local. He is therefore more willing to take on a greater range of responsibilities and perform more diverse tasks. Cosmopolitans tend more to their own goals and those of their profession. Consequently they are very reluctant to perform tasks not directly related to the performance of their specialty (Corwin, 1961; Thompson, 1961; Gouldner, 1957; Merton, 1957; Bentz, 1950).

Recognition, Evaluation and Achievement - The cosmopolitan seeks success as a professional. He looks to his peer group



for recognition and approval. The organization is the source of the local's sense of job satisfaction. His achievement is measured in terms of promotions, pay raises, and increases in responsibility (Klatt, 1978; Goldner and Ritti, 1970).

Using these general areas as a guide, pilot motivation and job satisfaction literature can be correlated with what is known about career orientations.

B. PILOT MOTIVATION AND JOB SATISFACTION

1. General

Work in the area of pilot motivation and job satisfaction tends to be divided into two groups. One group consists of psychological studies examining various constructs of the aviator personality. Though many of these offer interesting propositions, such as a suggestion that aviation is a return to the womb because of the closed in ovalness of the fuselage, they offer little insight as to how aviators view their careers (Bond, 1952). Even those studies that have been done with accident prevention as their main goal offer little illumination. One notable exception to this is a study done by Fine and Hartman in 1968. In a report entitled "Psychiatric Strengths and Weaknesses of Typical Air Force Pilots," they comment upon career orientation directly. In describing their subjects they state:

Career interests centered around achievement of competence in flying rather than impulsivity, raw pleasure, or advancement in the organization. (Emphasis added)



This would seem to be a very strong indicator of cosmopolitan tendencies within the population.

The second group of studies concern retention of military pilots and are regularly conducted, probably because of traditionally high attrition. These studies offer direct insights as to the attitudes of military pilots toward specific aspects of their jobs.

Using the format developed earlier, it can be shown that aviator retention studies reveal a high degree of "cosmopolitaness" among many pilots, especially those leaving the service.

2. Identity and Loyalty

Cosmopolitans identify more with their professional group than with their organization. That some military pilots identify more with aviation than their service is pointedly demonstrated by a 1978-79 survey of pilots leaving the Air Force (Carver, 1979). Significant numbers of this group stated that they "considered themselves pilots first and officers second." Over seventy percent stated they would seek jobs in aviation as civilians. Further evidence of primary identification with aviation was uncovered by a 1966 Navy survey that showed a pronounced "preference for a strictly pilot/flight officer career path as opposed to that of an unrestricted line officer" among thirty-six percent of all the active duty pilots and flight officers polled (Robertson, 1966).

All pilots enjoy flying. Directly associating continuous flight duty and the value of a career, though, is probably



the sign of a cosmopolitan pilot. A 1980 survey of resigning Air Force pilots shows that the inability to fly an entire career was a major factor in this group's leaving the service (Carver, 1980). In another study, seventy-four percent of Marine aviators stated they would "be encouraged to resign" by a non-flying tour of duty (Millard, 1979). The Navy obtained similar results in a 1980 study that found "sufficient flight time (both quantity and quality)..." among the most frequently mentioned factors in pilots' decisions to remain in the service. Conversely it was found that "insufficient flight time (both quantity and quality)..." was a major factor in decisions to leave the service (Sheposh et. al., 1980).

3. Mobility

A greater tendency to change organizations is a recognized trait of cosmopolitans. The mobility of military pilots has been repeatedly demonstrated, at least in their propensity to leave the service. The Navy, for example, lost forty-eight percent of its pilots in 1977. This figure increased to sixty-nine percent in 1979 (NAVPERS, 1979). The Air Force also lost forty-eight percent in 1977 and increased its rate to seventy-three percent in 1979 (Gulick and Lackman, 1980). While other factors may have influenced this high attrition, it is still an indicator of a high degree of mobility.

4. Autonomy

Cosmopolitans tend to have a greater need to work independently than their local co-workers. This attribute is



not specifically revealed in any of the retention studies. This may be because a pilot's job is intriniscally autonomous. Thus a lack of autonomy would not be a significant factor in a decision to leave the service. Several works do, however, cite the individual's lack of control over his future assignments and career in general as demotivating elements and contributors to attrition (Carver, 1979: Millard, 1979; Matthews et. al., 1978). Though this lack of autonomy in career decisions does not apply to the work itself, it may serve as an indicator of cosmopolitan tendencies.

5. Professional Goals

The cosmopolitan tends to pursue his own goals and those of his profession rather than those of the organization. He is less willing to perform tasks outside his specialty area. Two studies of resigning pilots show some evidence of this among military pilots. A 1978 Navy study found that many resignees felt that the needs of the service prevailed unjustly over the needs of the individual (Day, 1979). Resigning Air Force officers shared this feeling (Carver, 1980) and added that their concern for mission readiness did not seem to be shared by senior officers. This same group cited non-aviation related collateral duties as demotivating.

6. Recognition, Evaluation, Achievement

Two studies show that many military pilots have cosmopolitan traits in this area. Resigning Air Force pilots indicated that part of their dissatisfaction with the service



arose with their not being evaluated on their performance as pilots, but rather on miscellaneous collateral duties that were secondary responsibilities (Carver, 1979). A psychological study of Air Force pilots cited earlier also found pilots' achievement motivation to be centered about increased proficiency as an aviator (Fine and Hartman, 1968).

C. CONCLUSION

From the literature available, it can probably be concluded that a significant portion of the military aviator population hold what can be considered cosmopolitan career orientations. The fact that studies of attriting pilots and their reasons for resigning revealed most of the cosmopolitan tendencies, coupled with the organizational success of numerous pilots in the military, provides very strong evidence that many locally oriented pilots exist as well.



III. RESEARCH METHODOLOGY

A. GENERAL

A questionnaire was sent to each of the approximately 850 designated aviators (not including flag officers) serving in the U.S. Coast Guard. The purpose of the survey was to examine cosmopolitan and local career orientations and other related issues among the aviator population. Literature on similar surveys done within other occupational groups suggested many of the survey questions as well as a consistant scoring methodology (Goldner and Ritti, 1970; Sorensen and Sorensen, 1974). One hundred forty copies of the Strong-Campbell Interest Inventory (SCII) were included with questionnaires sent to pilots at several randomly selected units. This was done in the expectation that the vocational interests of cosmopolitan and local pilots would differ significantly and that the SCII results would reinforce those of the questionnaire.

B. SAMPLE

Eight hundred forty-six questionnaires were mailed to individual Coast Guard aviators (the entire population). Of these, 696 were returned completed within three months and were included in the analysis. Sixteen more were returned as undeliverable and one was returned completed but late. This gave a questionnaire response rate of eighty-four percent.



Of the 140 Strong-Campbell Interest Inventories mailed,
103 were returned completed and one returned as undeliverable
for a response rate of seventy-four percent. This lower rate
was probably due to the additional time (about forty-five
minutes) required to complete the SCII.

Judging from the distribution of the biographical data obtained from respondents, non-respondents appeared to have been randomly distributed throughout the population.

C. INSTRUMENTS

1. The Questionnaire

The questionnaire is made up of sixty-four items divided between two sections. Thirty-three of the items are for the purpose of collecting biographical data and comprise the first section entitled "Background Information." The second section, "Opinion and Interest Survey," is made up of the remaining thirty-one items (SURV01 to SURV31) which seek to measure attitudes towards various aspects of a Coast Guard aviation career on five point Likert scales. A copy of the questionnaire annotated for scoring is included as Appendix A. The questionnaire items fall into six major categories. Four of these correspond to areas in which cosmopolitans and locals are known to differ. The remaining two collect background and related information.

a. Question Categories

Background and Introductory - A large amount of biographical information is sought. This includes information on educational background, career experience, and off duty



flight activity. Three "warm up" questions concerning career intentions (retire/resign) and motivation upon joining the service are asked at the beginning of the "Opinion and Interest" section.

Mobility - Four items address the individual's propensity to change jobs. Three of these pertain to work history and are included in the "Background Information" section (items 7, 31, and 33). The fourth item (SURV20) questions the individual's willingness to leave the Coast Guard in order to continue flight activity.

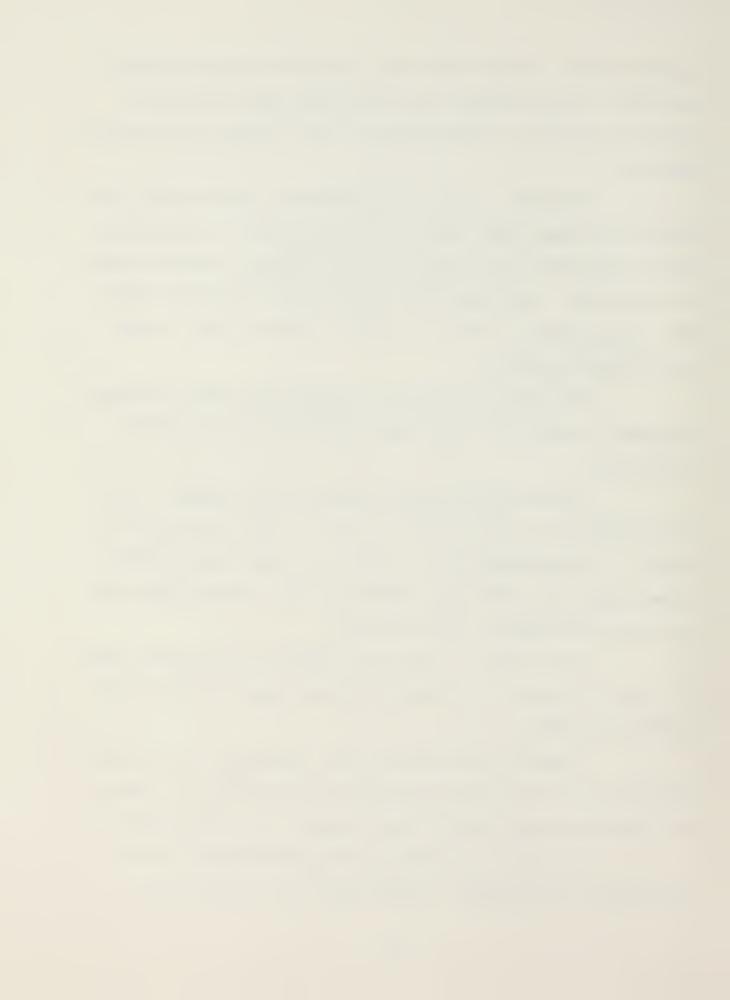
Evaluation - Two items (SURVO6 and SURV26) address the manner in which the performance of Coast Guard aviators is evaluated.

Professional Goals and Area of Achievement - Nine items (SURV05, 07, 10, 12, 17, 21, 24, 27, 29) deal with this subject. The desirability of various jobs and tasks (professional goals) and individual aspirations for cosmopolitan and local type achievements are addressed.

Tour Length - Opinions concerning the proper length of a tour of duty at an aviation unit are sought in two items (SURVO4 and SURV16).

Identity and Loyalty - The remainder of the items address how the individual identifies with aviation as a general profession and with the Coast Guard as an organization.

The last two items in the questionnaire ask the individual's willingness to participate in a limited duty



aviation career path with limitations on promotion. It is hypothesized that participation in such a program constitutes cosmopolitan behavior and as such will be highly correlated with cosmopolitan-like responses on other items.

b. Scoring

Item responses are recorded as single numerical digits. With the exception of the three "warm up" questions, item responses from the "Opinion and Interest" section are scored with values from one to five corresponding to points on the Likert scale. These items are scored so that high numerical values (4's and 5's) are assigned responses that would normally be associated with local career orientations while low values (1's and 2's) are assigned to cosmopolitan-like ones.

2. The Strong-Campbell Interest Inventory

The Strong-Campbell Interest Inventory is a published vocational interest test of unusually high validity. Its basis is empirical sampling of numerous occupational groups from many fields. By comparing the responses of an individual with the known responses of individuals in various occupations the test can be used to counsel a subject concerning a vocational choice. The test results provide standardized scores for individuals for Holland's six occupational themes, twenty-three basic occupational interest areas, and 183 specific vocations (see Table 1). The instrument has been shown to have high reliability (>70% after two weeks and >60% after two years) as well as having significant concurrent validity (Campbell, 1977).



Table 1

SCII Occupational Themes and Interest Areas

Holland's Six Themes

Realistic
Investigative
Artistic
Social
Enterprising
Conventional

Basic Interest Scales

Agriculture
Nature
Adventure
Military Activities
Mechanical Activities
Medical Service

Music/Dramatics

Art
Writing
Teaching
Social Science
Athletics
Domestic Arts
Religious Activities
Public Speaking
Law/Politics
Merchandising
Sales
Business Management
Office Practices

Science
Mathematics
Medical Science



IV. DATA ANALYSIS AND RESULTS

A. GENERAL

1. Data Processing

Data was processed and analyzed using the Naval Post-graduate School IBM 3330 computer system and the Statistical Package for the Social Sciences (Nie et. al., 1975). Because of the high response rate and as the entire population was surveyed by the questionnaire, the need for statistical inference from the sample was eliminated. The data sample set was large enough to be regarded as constituting responses from the entire population.

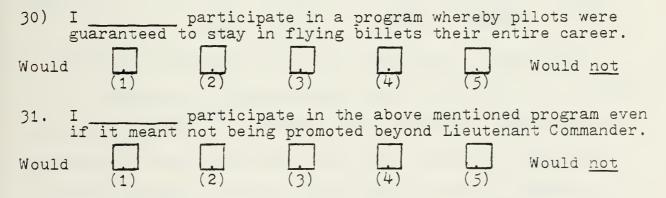
Data was compiled from returned surveys by the voice to disk method using equipment at the NPS man-machine laboratory and the IBM 3330 computer system. Sample checks indicated an input error rate of less than one percent for the voice to disk system. The input format and method also allowed a cursory check of the data after transcription from the question-naire and before final recording on the disk. As the range of possible responses for most items was limited to five values or less, a final check on input accuracy was made. This was done by insuring that all recorded responses were within the permissible region for their respective items. Although this was admittedly only a partial check, it added support to the high accuracy found by sampling as only nine characters of 46,632 were found to be recorded improperly.



2. Defining "Willingness to Participate"

Defining "willingness to participate in an LDO program" is a crucial part of the analysis. For the purpose of evaluating the first two hypotheses, this will be defined as a response in the block closest to "would" on item SURV31 (reproduced below). This will give the most conservative estimate of the number of potential LDOs and the program's potential effect at the lieutenant commander to commander promotion point.

In considering the other hypotheses, willingness to participate in an LDO program will be considered to be reflected by the sum of the scored responses to items SURV30 and SURV31. This sum will constitute a new, nine value (2-10) variable designated COMB. This new variable, through its expanded scale, will be able to reflect more degrees of willingness to participate while at the same time permitting better correlational and regression analysis where required.



Note: Scoring numbers in parentheses did not appear on the surveys completed by respondents.

Figure 1: Items SURV30 and SURV31



B. EVALUATION OF HYPOTHESES

1. Hypothesis 1

More than fifteen percent of the population would be willing to participate in a limited duty officer program in which participants would not advance in rank beyond lieutenant commander.

For the purposes of this hypothesis, willingness to participate in an LDO program is considered to be indicated by responses in only the left-most block of item SURV31. Even making this very conservative assumption 18.8 percent of the respondents (130 individuals) are found to be potential program participants (see Figures 2 and 3).

SURV31 I ____ participate in the above mentioned program even if it meant not being promoted to lieutenant commander.

| • | | | Relative | Adjusted | Cum |
|----------------|-------|----------|----------|----------|--------|
| | | Absolute | Freq. | Freq. | Freq. |
| Category Label | Code | Freq. | (Pct.) | (Pct.) | (Pct.) |
| Would | 1. | 130 | 18.7 | 18.8 | 18.8 |
| | 2. | 75 | 10.8 | 10.8 | 29.6 |
| | 3. | 80 | 11.5 | 11.5 | 41.1 |
| | 4. | 82 | 11.8 | 11.8 | 53.0 |
| Would not | 5. | 326 | 46.8 | 47.0 | 100.0 |
| | 9. | 3_ | 0.4 | Missing | 100.0 |
| | Total | 696 | 100.0 | 100.0 | |

Figure 2: Frequency table for responses to item SURV31

Another, and perhaps more valid, approach is to examine only the replies of lieutenants and lieutenant commanders as it would be this group that would most likely be called upon to decide whether or not to participate in an LDO program. In addition to being the "target group" the responses of lieutenants and lieutenant commanders are probably more credible than those of other officers. This is because officers junior to this group are less likely to be fully socialized into Coast



Guard aviation while the responses of more senior officers are necessarily retrospective and probably subject to inaccuracies.

Breaking down the replies to item SURV31 by rank it is found that lieutenants and lieutenant commanders responding on the far left of the Likert scale constitute eleven percent of the aviator population overall. More significantly, though, of the 380 lieutenants and lieutenant commanders surveyed, seventy-six, or twenty percent, strongly indicate they would participate in an LDO program (see Figure 4). This seems to indicate more than enough interest required from the target group to permit establishment of such a program.

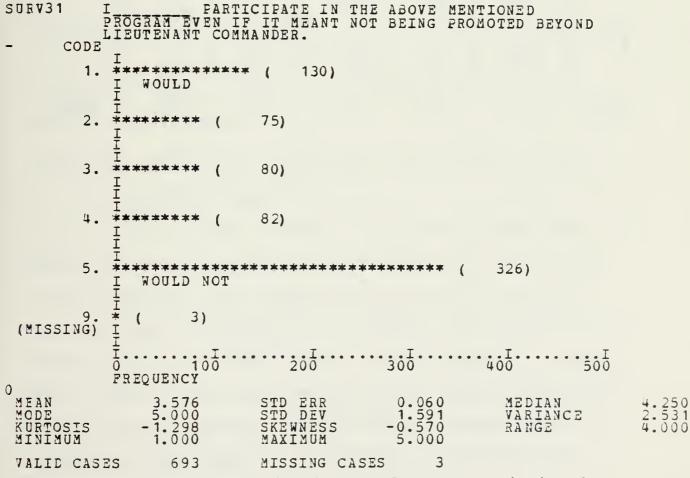


Figure 3: Frequency Distribution and Related Statistics for Responses to Item SURV31



| COUNT | SURV31 | | | | | |
|-------------------------------|--|--|---|---|------------------------------------|--------------|
| COUNT ROW PCT COL PCT TOT PCT | I I I I I I | 2. <u>I</u> | 3.I | 4.I | WOULD NOT | TOTAL |
| ENS 1. | I 50.0 I I 2.3 I I 0.4 I | 33.3 I 2.7 I 0.3 I | | | | 0.9 |
| LTJG 2. | 1 | 33.73 173 173 173 173 173 188 242.6 188 242.6 188 242.6 188 242.6 188 242.6 19.6 10.3 | 16.7 I 1.3 I 0.1 I 8.1 I 11.3 I 1.3 I 17.3 I 42.5 I 4.9 I | 0.0 II 0.0 II 0.0 II 15 II 13.5 II 18.3 II 2.2 II 27 II 32.9 II 3.9 II 3.9 II 24 II 29.3 II 29.3 II 29.3 II 11.0 II 18.3 II | 33 I 29.7 I 10.1 I 4.8 I | 111 16.0 |
| LT03 3. | 1 50 I 1 25.4 I 1 38.5 I 1 7.2 I | 25 I 12.7 I 33.3 I 3.6 I | 34] 17.3] 42.5] 4.9] | 27 I 13.7 I 32.9 I 3.9 I | 61 I 31.0 I 18.7 I 8.8 I | 197 28.4 |
| LCDR 4. | I 26 I I 14.2 I I 20.0 I I 3.8 I | 18 I 9.8 I 24.0 I 2.6 I | 23 1 12.6 1 28.8 1 3.3 1 | 24 I 13.1 I 29.3 I 3.5 I | 92 I 50.3 I 28.2 I 13.3 I | 183 26.4 |
| CDR 5. | I 11 I I 8.1 I I 8.5 I I 1.6 I | 9 I 6.6 I 12.0 I 1.3 I | 11] 8.1] 13.8] | 15 I 11.0 I 18.3 I 2.2 I | 90 I 66.2 I 27.6 I 13.0 I | 136 19.6 |
| CAPT 6. | 26 II 14.2 II 20.0 II 3.8 II II 8.1 II 8.1 II II 8.1 II II 8.5 II 8.5 II II 8.5 II II 8.5 II | 6.7 I 5.3 I 0.6 I | 23 12.6 28.8 3.3 11 8.1 13.8 1.6 2 3.3 20.3 | 1 1.7 I 1.2 I 0.1 I | 50 I 83.3 I 15.3 I 7.2 I | 8.7 |
| COLUMN TOTAL MISSING O | 130 18.8 BSERVATION | 75 10.8 IS = | 11.5 | 82 11.8 | 326 47.0 | 693 100.0 |

Figure 4: Breakdown of Responses to Item SURV31 by Rank
a. A Related Question

The officer personnel structure of Coast Guard Aviation is such that there exists a relatively large number of junior officer (duty standing and flying) billets and a relatively small number of senior officer (command and control) billets. Because of this, competition for promotion to senior officer rank is much keener among aviators than is experienced by other specialty groups. An LDO aviator program could help to normalize this competition by removing a portion of the



population from consideration for promotion to senior officer rank. It is important to ask, therefore, what effect, if any, an LDO program would have on officer promotion.

To determine the effect of an LDO program on the promotion system, additional analysis is necessary. This is because many of the potential LDOs are fairly junior officers with relatively large amounts of credited service time either from enlisted experience or service in another branch of the military. Many of these officers will certainly retire before competing for promotion to commander under the present system. This group can not, therefore, be considered when examining an LDO program's effect on competition for promotion to commander.

For the purposes of this analysis the following, mostly conservative, assumptions are made:

- 1. Only those persons responding to item SURV31 (reproduced below) in the left-most block of the Likert scale would participate in an LDO program.
- 31. I participate in the above mentioned program even if it meant not being promoted beyond Lieutenant Commander.

 Would Would not

Figure 5: Item SURV31

- The responses of commanders and captains to item SURV31 are unreliable and should not be considered (this eliminates 196 of the 696 respondents).
- 3. All officers with twenty years of service who have not been selected for promotion to commander will retire.
- 4. Consideration and selection for promotion to commander takes place six months before actual promotion.



- 5. All officers have at least one year of service in grade (this is necessary as time in grade survey responses are all scored at a minimum of one year).
- 6. The time between promotions listed in Table 2 are relatively invariant.
- 7. No potential LDOs will fail of selection under the present system before being considered for promotion to commander.

Table 2
Times Between Promotions

ENS to CDR 14 yrs. 8 mos.

LTJG to CDR 13 yrs. 2 mos.

LT to CDR 10 yrs. 5 mos.

LCDR to CDR 5 yrs. 6 mos.

(Source: U.S. Coast Guard Commandant's Bulletin 29-81)

Using these assumptions, the number of officers who would be program participants and who would have otherwise been eligible for consideration for promotion to commander can be sought. This is done by computing a new variable, COM-PETE, for each program participant as illustrated in Table 3.

Table 3
Computation of Variable COMPETE

COMPETE = 20 - YRSERV - (TCDR - YRSINGRD)

Where: 20 = Number of years service required for retirement.

YRSERV = Individual's present years of service.

TCDR = Number of years (rounded to the nearest whole year) between promotion to the individual's present rank and consideration for promotion to commander. Figures taken from Table 1 less six months to allow for selection/promotion lag.

YRSINGRD = Individual's number of years service in present grade (rank).



Individuals with negative values of COMPETE will not be considered for promotion to commander before retirement under the present system while those with positive values will. A value of zero can be considered to place an individual in the "will not be considered" group as requests for retirement must be submitted a minimum of six months in advance.

Sixty-five percent of the potential LDOs, or seventysix individuals, will be eligible for consideration for promotion to commander under the present system prior to having
twenty years of service (see Figure 6). This means that of
the 500 lieutenant commander and more junior officers in the
population, 15.2 percent would be removed from competition for
commander by an LDO program. This is an extremely conservative
figure as many officers not considered as potential LDOs will
certainly retire before being considered for commander. The
seventy-six individuals removed from consideration, then, would

| be a larger part of a CATEGORY LABEL COMPETE | CODE -9. -8. -7. -5. -4. -3. -1. | FREQ FREQ 1 2 1 3 3 6 3 11 10 8 13 | RELATEO (00.7 00.662.65.6924087 136.87 | FRC 197966265092 | MOH90400849546 UEC |
|---|---|--|--|-----------------------------|---------------------------------------|
| VALID CASES 116 MISSING CASES 0 | 2. 3. 4. 5. 7. | 7 16 24 | 3.4 6.0 13.8 20.7 3.4 | 3.4 6.0 13.8 20.7 | 56.0 62.1 75.9 96.6 100.0 |
| MISSING CASES | TOTAL | 116 | 100.0 | 100.0 | |
| MEAN 2.000 MCDE 6.000 KURTOSIS -0.100 HINIMUM -9.000 Figure 6: Valu | STD ERR STD DEV SKEWNESS MAXIMUM Les of COM | 7.00 | 3 1 0 Potentia | MEDIAN VARIANCE RANGE | 2.269 14.452 16.000 |



2. Hypothesis 2

Willingness to participate in an LDO program is a function of an individual's career orientation and varies directly with cosmopolitan traits.

A stepwise regression analysis can be used to examine which questionnaire items are related to an individual's willingness to participate in an LDO program. Regression is an appropriate method of analysis as both career orientation and willingness to be an LDO are best expressed in terms of a continuum with many "shades of grey" between the poles of cosmopolitan/LDO and local/unrestricted line officer.

The dependent variable in the analysis will be the variable COMB which is simply the summed scored responses to items SURV30 and SURV31 (reproduced below).

| 30. | I gua | rantee | participated to stay | e in a pr in flying | ogram when | reby pilo their ent | ts were ire career. |
|-------|----------|--------|--------------------------|------------------------|-------------------------|------------------------|-----------------------------|
| Would | l | | | | | | Would <u>not</u> |
| 31. | I if | pa | articipate nt not bei | in the a | bove menti ed beyond | ioned pro Lieutena | gram even int Commander. |
| Would | ì | | | | | | Would <u>not</u> |

Figure 7: Items SURV30 and SURV31

All of the items in the questionnaire can be used as independent variables in the analysis with the exception of items SURV30, SURV31, and SURV15. Items SURV30 and SURV31 can not, of course, be included as they are used to construct the dependent variable. Item SURV15 can not be used because of its great similarity to item SURV31.



Only those independent variables that contribute to the regression at the .01 level of significance (F=6.63) or better will be included in the analysis.

Fifty-nine percent of the variance in the data is explained by the regression and a multiple R of .77 is evidenced (see Figure 9). Of the eight variables contributing to the regression the first (most important) six are items from the "Opinion and Interest" section of the questionnaire. These are reproduced below and have been annotated with their scoring scheme.

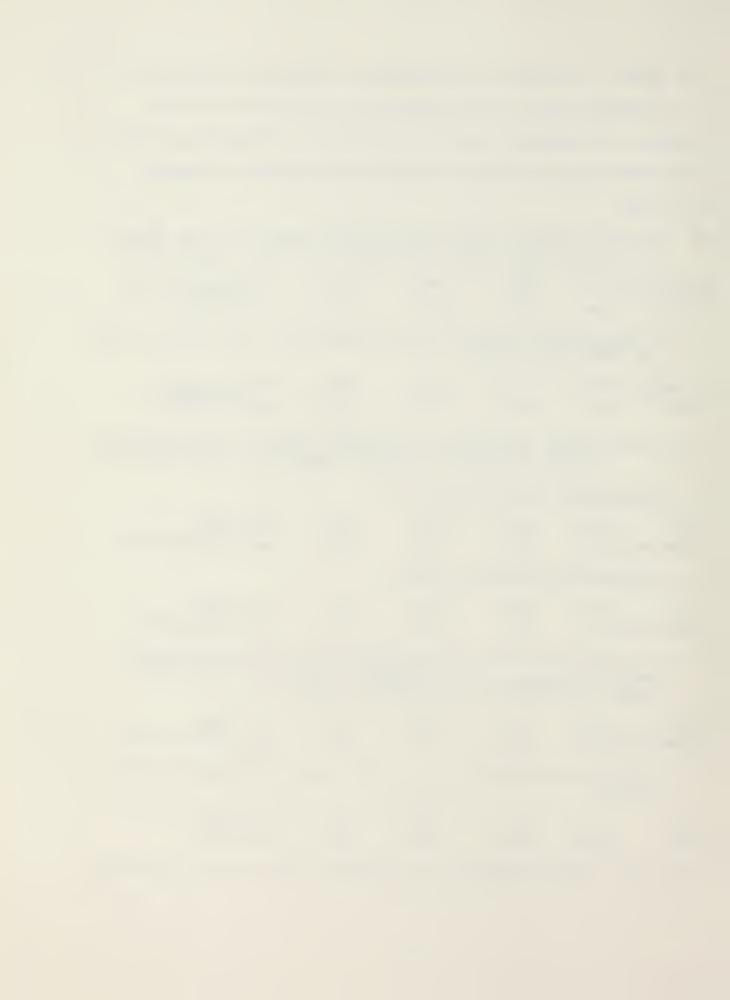
As was expected, how an individual identifies himself on a continuum from officer to pilot has the single greatest ability to predict his willingness to participate in an LDO program. Since identification was the most dominant theme found in other studies (see for example Gouldner, 1957; Merton, 1957; or Bentz, 1950) this fits well with what has been found by others. It also provides convincing evidence that participation in a specialist career path is cosmopolitan behavior.

The next five variables support the contention that participation in a specialist career path is cosmopolitan behavior as they deal with two constructs important in distinguishing cosmopolitan and locals - professional goals and area of achievement. Items SURVO5, SURV22 and SURV14 all deal with the desirability of job attributes (professional goals) that might be encountered by a Coast Guard pilot. Items SURV21 and SURV29 address the relative importance of local and cosmopolitan



| type | goals | s. Al | though t | wo demogra | phic vari | ables contri | bute to |
|----------------|--------|--------|---------------------|--------------------------------------|-----------|-----------------------------------|----------------|
| the r | regres | sion | also, it | is import | ant to no | te that the | six |
| "Opir | nion a | ind In | terest" | section va | riables b | y themselves | predict |
| fifty | -seve | n per | cent of | the varian | ce and ac | hieve a mult | iple |
| R of | .756. | | | | | | |
| 28. | | | | | | areer as the Coast Guard | |
| Most] a Pi] | | | | | | Mostly Office | as an |
| 5. | | | the idea my care | | assigned | to a non-fly | ing staff |
| Stror Agree | | | | | | Strong Disagr | |
| | | | | ate how im o you in y | | each of the f | Collowing |
| 21. | Becon | ning a | unit X. | 0. or C.O. | | | |
| Very Impor | rtant | | | | | Very Unimpo | ortant |
| 22. | Flyir | ng Coa | st Guard | aircraft. | | | |
| Very Impor | rtant | | | | | Very Unimpo | rtant |
| 29. | would | l be | | wide desi in becomi r instrume | ng a unit | were extabli instructor er. | shed, I pilot, |
| Very Inter | rested | | | | | Very Uninte | erested |
| 14. | I dis | | paperwor | k | than most | other Coast | Guard |
| Much More | | | | | | Much Less | |

Figure 8: The six Opinion and Interest items in the regression



| | VARIABLE LIST 1 | | ATES. | 990 990 990 990 990 990 990 990 990 990 | 117. 29263 |
|-------------------|--|---------------|-------------------------|---|--|
| PAGE 25 | * | | ana, | - 000000000000000000000000000000000000 | MEAN SQUARE 347-86985 2.96583 |
| 11/12/81 | * | | CHANGE SIMPLE 8 | 0.32474 0.11892 0.018492 0.023018 0.023018 0.023018 0.01297 0.01497 0.01499 0. | SUB OF SQUARES 2742.95882 1909.99371 |
| | R U I I I I E R G R E S | SUMMARY TABLE | MULTIPLE R R SQUARE RSQ | 0.56986 0.66608 0.72960 0.72960 0.74571 0.55508 0.76521 0.554004 0.7607 0.564004 0.7607 | NALYSIS OF VARIANCE DE EGRESSION 644. |
| SPSS BATCH SYSTEM | FILE THESIS (CREATION DATE = 09/30/81) * * * * * * * * * * * * * * * * * * * | | VARIABLE | SURVZE CARRER OF PILOT OR OFFICED SURVZE IMPORT OF BEING NON-PLY STAFF JOB SURVZE IMPORT OF REING CA ACFT SURVZE IMPORT OF PLYING CA ACFT SURVZE IN BECCHING UNIT INSTR PILOT SURVZE IN BECCHING UNIT INSTR PILOT RANK CGA (CONSTANT) | MULTIPLE R 0.77007 AND SOURCE BESTALL SOUNTED R 59301 RESTANDARD BEROR 1.72216 |
| | | | | 71.4 | |

Summary of Regression Analysis Results Figure 9:



3. Hypothesis 3

Individuals who have not been selected on schedule for the next higher rank will be more willing to participate in an LDO program than others.

"Willingness to participate" can again be defined as an individual's score on the nine value variable COMB. Individuals who haved failed of selection can be defined as those who have times in grade of a year or more beyond what would normally be expected for their particular rank (see Table 2). Although exclusion of those passed over for promotion within a year may eliminate some individuals from the analysis who had only recently failed of selection at the time of the survey, it also helps prevent the initial emotional reaction to it from becoming an extraneous variable in the study.

Fourteen respondents were not selected on time for promotion to the next higher rank. Five of these are lieutenants and nine are lieutenant commanders. Z tests (t with $d.f.=\infty$) can be used to compare the COMB scores of the "failed of selection group" to those of the aviation population generally and to those of other lieutenants and lieutenant commanders (see Figure 10).

No significant difference in willingness to participate in an LDO program was found between the failed of selection group and either the population generally or the lieutenant/lieutenant commander group. The data does not support the hypothesis.



GROUP 1 GROUP 2 GROUP 3 Passed over officers Lieutenants and General Lieutenant Commanders population 14 696 382 n 5.071 5.916 5.709 02 7.260 7.330 6.841 Test Statistic Formula: = 00 d.f. Z.005 = 2.576z.01 = 2.326

A. Ho: $M_1 - M_2 = 0$ or - There is no significant difference at the .01 level between the replies of the passed over group and the general aviator population.

Z = 1.196 Fail to reject the null hypothesis.

B. Ho: M1 - M2 = 0 or - There is no significant difference at the .01 level between the replies of the passed over group and other lieutenants and lieutenant commanders.

Z = .8953 Fail to reject the null hypothesis.

Figure 10: Computation of Z Statistics for Hypothesis 3

4. Hypothesis 4

Willingness to participate in an LDO program is a function of rank.

To examine this hypothesis it is only necessary to review the analysis in Figure 9. The rank variable makes a significant, independent contribution to the regression equation for willingness to become an LDO. Its B value is also positive, demonstrating that the higher the rank the lower the tendency to want to be an LDO.

In order to eliminate from the analysis what might be the undue influence of senior officer replies, a Pearson



correlation between RANK and COMB (willingness to participate) was computed using only the junior four grades (ensign to lieutenant commander). Though the correlation between the two falls from .38104 to .2418, the correlation remains significant at better than the .01 level.

It can safely be concluded that the data support the hypothesis.

5. Hypothesis 5

Willingness to participate in an LDO program is a function of commissioning source.

The regression analysis in Figure 9 also supports this hypothesis. Coast Guard Academy commissioning source, is a contributor to the equation with a positive B value. This confirms the expectation that academy graduates would be less likely to want to participate in an LDO program and that commissioning source is an important factor. It is important to note that although it is the last variable included in the analysis and its contribution to R squared fairly small, commissioning source does make a significant, independent contribution to the equation at better than the .01 level.

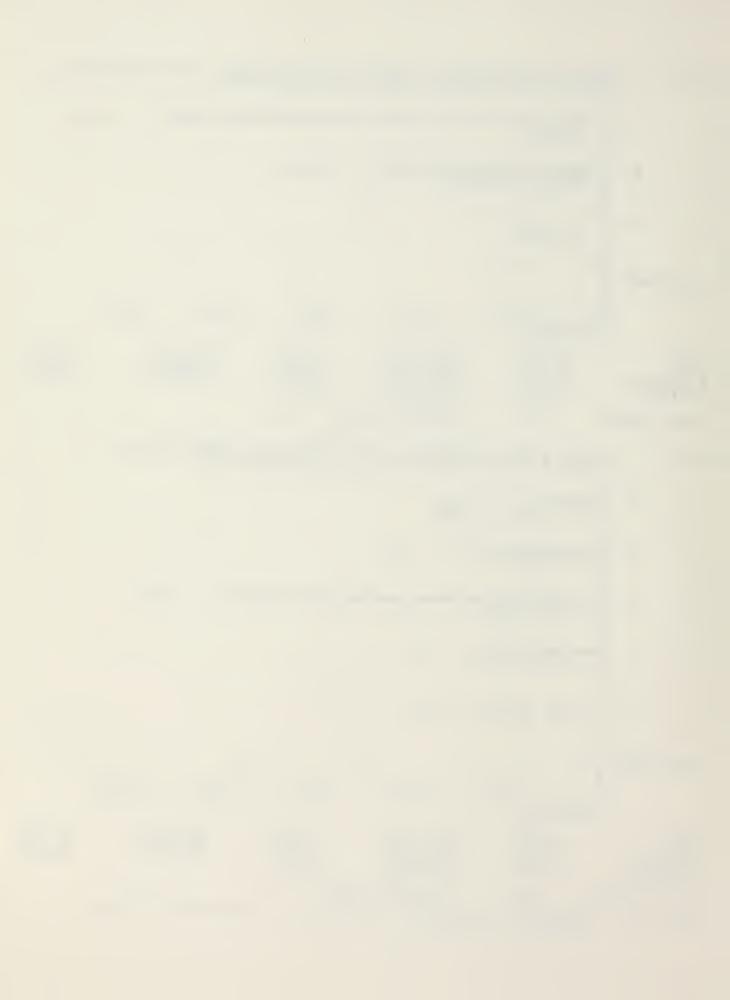
6. Hypothesis 6

Individuals willing to participate in an LDO program prefer longer tours of duty than do other officers.

The correlation coefficient between the willingness to participate variable, (COMB), and desired tour length as evidenced in item SURV16 is highly significant (.001), though the coefficient is relatively small (.2069). The hypothesis is supported, though not particularly robustly.



```
WITH THE EXCEPTION OF OUT OF CONUS TOURS, I FEEL THAT THE AVERAGE TOUR LENGTH SHOULD AT PRESENT BE:
SURV04
            LONGER
             *********
                                               2341
                ABOUT THE SAME
         3.
                SHORTER 5)
 9.
(MISSING)
             *=
                       8)
                      100°
             I
                           200
             ō
             FREOUENCY
                1.355
1.000
-0.929
                               STD
 MEAN
                                               0.019
                                                                             1.266
                                  ERR
                                                            MEDIAN
 MODE
KURTOSIS
MINIMUM
                              STD DEV
SKEWNESS
                                               0.494
                                                                             0.244
                                                            VARIANCE
                                                            RANGE
                  1.000
                                               3.000
                               MAXIMUM
 VALID CASES
                    688
                              MISSING CASES
                                                    8
           I FEEL THAT, GENERALLY, THE BEST TOUR LENGTH FOR AN AVIATION DUTY STANDER AT AN AIR STATION IS:
SURV16
                6 YEARS OR MCRE
         1.
         2.
             **********
                                   133)
                5 YEARS
         3.
             *******************
                                                                 3801
                FOUR YEARS
                                 108)
             ********
                THREE YEARS
                ( 5)
Two years or less
                      2)
 (MISSING)
                      100 200
                                              300
             FREQUENCY
                                                                             2.884
0.722
4.000
                  2.782
                                               0.032
                                                            MEDIAN
 MEAN
                               STD ERR
                                                            VARIANCE
 MCDE
KURTOSIS
MINIMUM
                              STD DEV
SKEWNESS
                                               0.850
                  3.000
                                              -0.461
5.000
                                                            RANGE
                 0.048
                  1.000
                               MULIXAM
                              MISSING CASES
 VALID CASES
                    594
              Frequency Table for Population's Responses to Items
              SURV04 and SURV16
```



One reason this relationship is not as pronounced as it might be, may be the overwhelming preference among the entire population for longer tours of duty. Eighty-five percent of all the respondents indicated preference for tours of duty longer than the three year standard now in effect.

7. Hypothesis 7

Achieving status as a pilot through advanced qualifications is significantly more important to potential LDOs than to others.

To affirm this hypothesis it is only necessary to refer once again to the regression analysis in Figure 9. One of the most prestigious advanced qualifications is that of instructor pilot, and interest in becoming a unit instructor pilot (SURV29) is a significant predictor of willingness to become an LDO.

8. Hypothesis 8

Willingness to participate in an LDO program (and therefore career orientation) can be predicted using the Strong-Campbell Interest Inventory.

Defining willingness to participate as an individual's value of COMB, regression analyses can be done with COMB as the dependent variable and SCII scores as the independent variables. As SPSS regression analysis is limited to the consideration of 100 independent variables at a time, two regressions are initially required. One, including the scores on the six Holland occupational themes and twenty-three basic interest areas as independent variables, and the other using the ninety-one scores for males in specific vocations. Using the variables found in these first two analyses as independent variables for a third



regression, the overall predictive ability of the SCII can be found.

The results of this last regression show SCII scores explaining only twenty-five percent of the variance in COMB while achieving a multiple R of .5 (see Figure 12). These results are obtained with a significance level of .05, marginally supporting the hypothesis.

An explanation for these modest results may lie in the fact that the SCII is designed to differentiate between professions rather than professional subgroups. It is quite possible that the career interests of locals and cosmopolitans in the same profession are not divergent enough to be detected with the SCII. This could be particularly true in this case as the SCII manual lists the same vocational interest constructs as applying to both pilot and Navy officer careers.



| | | | | 39 |
|-------------------|--|--------------------|--|---|
| | IST 1 | | BETA -0.1204 -0.28200 -0.23964 0.23779 | 6.47074 |
| | VARIABLE LIST REGRESSION LIST | | 1 11 | |
| | VARI | | | |
| | * | | 00000 | UARE 7427 7427 |
| æ | * | | 865833 79052 399633 47272 14095 | HEAN SQUARE 35.42255 5.47427 |
| PAGE | * | | 0.219858390-01 -0.2299630-01 -0.2299630-01 -0.23993130-01 0.23083720-01 5.444095 | 15 15 |
| | * | | | |
| - | * | | E E E E E E E E E E E E E E E E E E E | 1275 0376 |
| 11/04/81 | GRESSION * * * * * * * * * * * * * * * * * * * | | SIMPLE B -0.25124 -0.204821 -0.204821 -0.16501 | SUM OF SQUARES 177-11275 531.00376 |
| = | 25 | | | o nns |
| | S I | | RSQ CHANGE 0.06312 0.04039 0.04730 0.04600 0.05331 | •• |
| | N S | | | DF 95. |
| | в 6 | FABLE | 0.10351 0.10351 0.19681 0.25012 | ea () |
| | æs | SUMMARY TABLE | MULTIPLE R SQUARE 0.25124 0.06312 0.32173 0.10351 0.38834 0.15081 0.44363 0.19681 0.50012 0.25012 | VABIANCE |
| | .⊒ 24 | SUM | 299434 299434 209434 | OF V |
| | STAILION | | 0.50012 0.50012 0.32173 0.38634 0.50012 | ANALYSIS OF REGRESSION RESIDUAL |
| | 7 n | | 3 | ANAL REGB |
| | | | 10.694 00.000 00.000 00.000 | |
| | 815 | | | |
| | 0/05/ | | | |
| | # # # # # # | | | |
| | (CREATION DATE = 10/05/81) * * * * * * * * * * * * * | COMB | | 0.50012 0.25012 0.21146 2.33971 |
| | SATION . | | | 9000 |
| EM | (CRE | ABLE. | | UARE |
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| BATCH | FILE SCII (CREATION DATE = 10/05/81) | DENT | BLE 1044 1122 1026 1108 | MULTIPLE R R SQUARE ADJUSTED R SQUARE STANDARD ERROR |
| SPSS BATCH SYSTEM | FILE * * * * | DEPENDENT VABIABLE | VARIABLE STSCR152 STSCR122 STSCR1026 STSCR1026 (CONSTAN) | MULT STORY STORY |
| | | | | |

Regression Analysis Results Using COMB and SCII Scores Figure 12:



V. CONCLUSION

A. SUMMARY OF RESULTS

The cosmopolitan and local career orientations that are so evident in other professions also appear to exist in the Coast Guard aviator population (this probably is also true for military pilots generally). These career orientations, as might be expected, are directly related to an individual's willingness to participate in a limited duty officer career path.

Analysis of survey data reveals that a minimum of twenty percent of the aviator lieutenants and lieutenant commanders would participate in an LDO program. This would meet the organization's goal of reducing the number of pilots competing for promotion to commander. More than fifteen percent of the pilots that will be considered for promotion to commander under the present system would participate in an LDO program and thereby remove themselves from the competition.

Willingness to participate in an LDO program is directly related to career orientation, rank, commissioning source, and interest in becoming a unit instructor pilot. There is also a relationship between willingness to become an LDO and perceived optimal tour length. This last relationship, though significant, is slight, as a great majority of all survey respondents preferred longer tours of duty.



Officers that had not been selected for the next higher rank on schedule are surprisingly no more willing to participate in an LDO program than are others.

Finally, the SCII appears to be unable to predict career orientation or willingness to become an LDO. This may be a function of the instrument or it could be that cosmopolitans and locals do not differ in vocational interests significantly.

B. AN LDO PROGRAM

There is a great amount of interest among the Coast Guard aviator population in the general question of career orientation and the specific proposal of an LDO aviator program. This interest is evidenced by the exceptionally high response rate. That there are sufficient numbers of pilots willing to participate in such a program is probably beyond question. Whether any given program would succeed in practice, however, is an entirely different issue. Should an LDO aviator program be established, its success or failure will hinge on its ability to satisfy the needs of both the organization and the individual.

From the organization's point of view the main advantage of an LDO aviator program is probably its effect in normalizing the officer promotion system. Although having a "hard core" of professional aviators might also be attractive, especially in regard to accident prevention and mission effectiveness, its benefits are difficult to predict and quantify and would probably not be a significant consideration. As is evident in the examination of hypothesis 1, an LDO program could easily



meet the organization's goal of reducing competition among aviators for promotion to commander. Such a program would only succeed in doing this, however, if it had sufficient participation. This study demonstrates that sufficient numbers of potential participants exist in the population. The number of aviators that might actually participate in any given LDO program, though, would be a function of that program's structure, opportunities, and ability to satisfy the career aspirations of the individual participants.

C. PROGRAM STRUCTURE

This study, associated literature, narrative replies appended to returned surveys, and personal contact with other aviators during the course of this project have shown several elements that are probably essential to the success of an LDO aviator program, should one be established.

1. Expectations

Prior to entering the program, participants should be fully aware of the demands that would be placed on them as LDOs. Although LDOs would probably be assigned less demanding and more flight-oriented collateral duties, using this as a selling point of the program could raise false hopes and cause later disillusionment. The administrative load at many air units requires the attention of all pilots assigned under the present system. Exempting part of the staff from even part of these duties could cause unreasonable demands to be placed on others,



as well as to generate a certain degree of animosity. As a minimum, LDOs would have to expect to do their fair share of routine audits, investigations, reports, and inventories.

While it could be a good policy to assign LDOs primarily to departments in which their aviation expertise could be utilized, i.e., operations, engineering, training, safety, it would most certainly be a mistake to create the expectation that LDOs would only "fly and go home."

A selection for the LDO aviator career path should not be made to evade responsibilities but rather to bring the primary scope of those responsibilities more into line with career interests. Officers selecting the LDO career path should realize they would still be required to assist the command in some non-aviation areas.

2. Requirements and Evaluation

Performance requirements for LDOs should be as rigorous as those for other officers, though oriented more about aviation duties. LDOs should be expected to be especially proficient in maneuvering their aircraft and should be more familiar with aircraft systems, operations, and capabilities than might be expected of the average, high quality pilot. Minimum acceptable scores on the annual standardization and proficiency team exam should be established for LDOs. To reinforce this effort, the degree to which an LDO contributes to the overall aviation professionalism and proficiency of the command through the performance of his flight and collateral duties should be addressed in performance evaluations.



To be less demanding of LDOs than of other officers would be both to miss a great opportunity and to doom the program to failure. Without high performance requirements the opportunity to establish a "hard core" of highly skilled and professional aviators would be lost. People tend to perform as they are expected to perform. If only routine aviation competence was expected of LDOs only routine competence would be achieved. The establishment of an LDO program would identify a group of pilots as different from the general population. It would take very little reinforcement either way to make this difference a mark of excellence or a social stigma. Stringent performance requirements would insure that the LDOs would become the "professionals' professionals."

Not assuring such high standards for LDOs could also easily lead to failure of the program. If LDOs were only run-of-the-mill pilots their only real distinction in the service would be that they did not get promoted as quickly or as far as everyone else. This distinction could easily lead to a "loser" syndrome wherein actually less was expected of LDOs than of others. An environment such as this would most certainly be counter-productive with all the lack of committment, safety and morale problems the term "loser" conotes. Such a program could not be allowed to continue long regardless of its effect on officer promotion flow or anything else. Few pilots would wish to participate in such a program and few commanding officers would be willing to tolerate its attendant problems.



3. Achievement

Finally, achievement opportunities within the LDO program structure should be provided. This study demonstrates that potential LDOs do not wish to simply remove themselves from the system and stagnate. Like other cosmopolitan professionals, they seek achievement within their profession rather than within the organization. To make the program viable, opportunities for this achievement should be provided.

The failure to provide achievement and success opportunities for LDOs would make the program a dead-end option and much less attractive to skilled pilots. This failure would be particularly tragic as providing these opportunities would be fairly easy to accomplish. Sources of achievement for LDOs could include participation in Aviation Safety Officer and Aviation Maintenance Officer training. Some, if not most, of the prestigious instructor pilot billets at the Coast Guard Aviation Training Center could be designated for LDOs. Date of original qualification as an aircraft commander could be used to determine the pilot in command for flight missions. This would recognize an LDO's expertise and permit him to command a mission even when flying with a slightly more senior officer. The program might even be structured to include two or three senior officer LDOs who would be stationed in key aviation positions. Providing opportunities such as these would contribute to the satisfaction and motivation of the pilots and help prevent any feeling that the program was a dead-end.



APPENDIX A

THE QUESTIONNAIRE

Notes:

- 1. Responses in the Background Information section were scored as zeros when items were unmarked.
- 2. Unmarked items in the Opinion and Interest Survey section were recorded as nines with the exception of the first item. When the first item was left unmarked an eight was recorded.
- 3. Handwritten numbers indicate the scoring scheme throughout the instrument. With the exception of the first item, all items in the Opinion and Interest Survey section were scored with low values representing cosmopolitan-like responses and high values representing local responses.
- 4. The handwritten scoring number and notes were not on surveys mailed out for data collection.



BACKGROUND INFORMATION

Please fill in the blanks or check the appropriate response

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| | LT | 3 | | AS | - 3 | | |
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| | CDR | 5 | | BA-Business | - 5 | | |
| | CAPT | 6 | | BA-other | - 6 | | |
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| 5. | Number (1 01617) | | ATP + Type Rating(s)- 4 |
| .7. | Number DIFOPS Tours (101617) | 29. | Instructor/Ground - 1 |
| | r of other tours at: | | Instructor/Flight - 2 |
| :3. | Headquarters (1 DIGIT) | 30. | Do you keep current in any of your civil ratings |
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| 26. | A.R.S.C. Pilot - 1 57 | | |

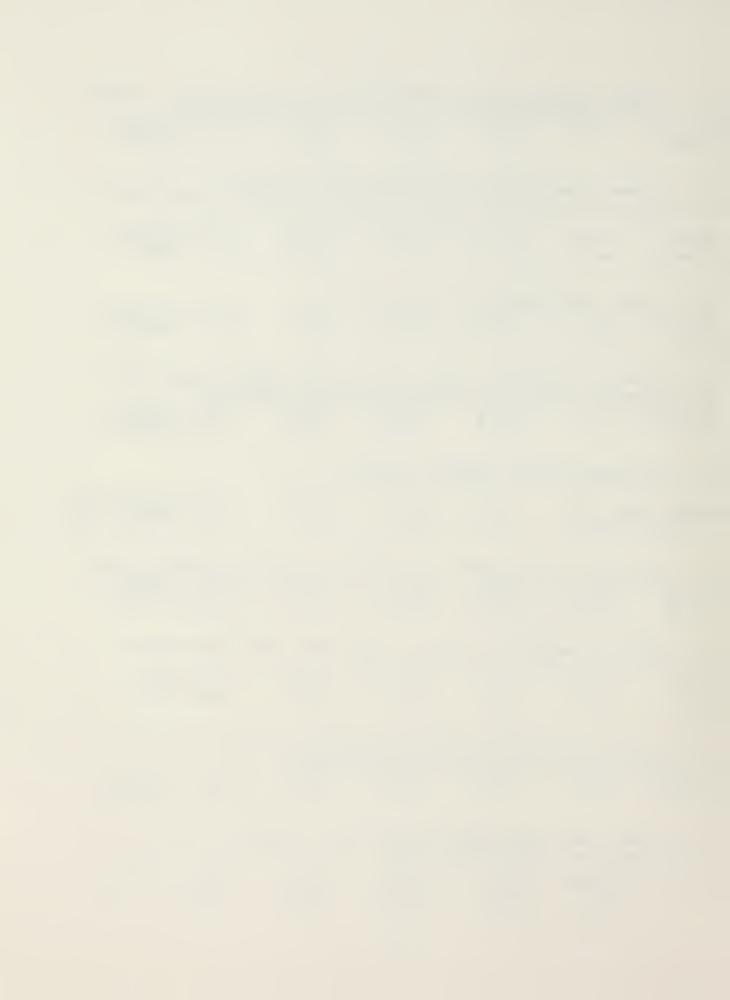


OPINION AND INTEREST SURVEY

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| 2) Did you enter the Coast Guard (or graduate from the Academy or O.C.S.) intending or hoping to become a pilot? Yes |
| 3) All other things being equal, I intend to stay in the Coast Guard at least until 20 year retirement. Will surely Probably Probably Will surely Will before Defore Undecided STAY IN STAY IN I 2 3 4 5 4) With the exception of out of CONUS tours, I feel that the average tour length should at present be: Longer About the Same Shorter I 2 3 — Please indicate your opinion on the following issues and statements by checking a box on the scale between the two opposite replies. 5) I dislike the idea of being assigned to a non-flying staff job during my career. |
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| 27) Serving in a highly responsible position on a district, area, or headquarters staff. Very Important 7 Yery Important |
| 28) To what extent do you think of your career as the career of a Coast Guard officer or that of a Coast Guard pilot? |
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| 29) If the Coast Guard wide designations were established, I would be in becoming a unit instructor pilot, flight examiner, or instrument examiner. Very Interested |
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| 31) I participate in the above mentioned program even if it meant not being promoted beyond Lieutenant Commander. Would Z Z 3 4 5 Would not |
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| Thank you for taking the time to complete this questionnaire. Please return it to me at: |
| Lt. D.A. Goward SMC 1105 Naval Postgraduate School Monterey, CA. 93940 |

A pre-addressed return envelope has been enclosed.

Thanks again!



APPENDIX B

SPSS ANALYSIS PROGRAM AND OUTPUT FOR HYPOTHESES 1 THROUGH 7

Note: Data retained on punched cards by Commandant (G-P-1/2) U.S. Coast Guard.



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SPSS POCKET GUIDE RELEASE 8
KEYMORDS: THE SPSS INC. NEWSLETTER

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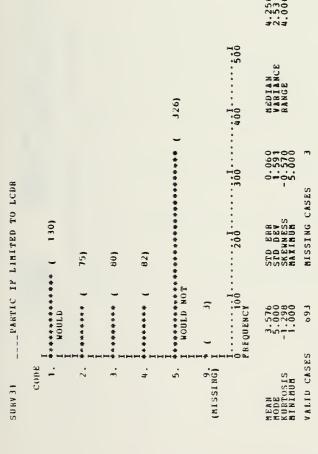
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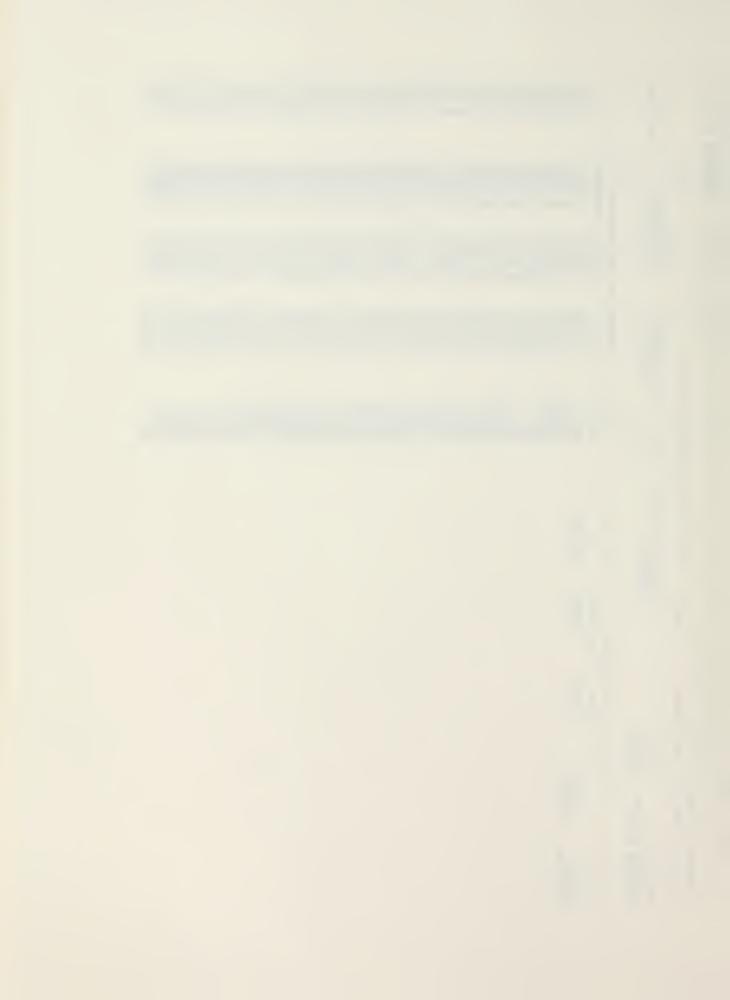
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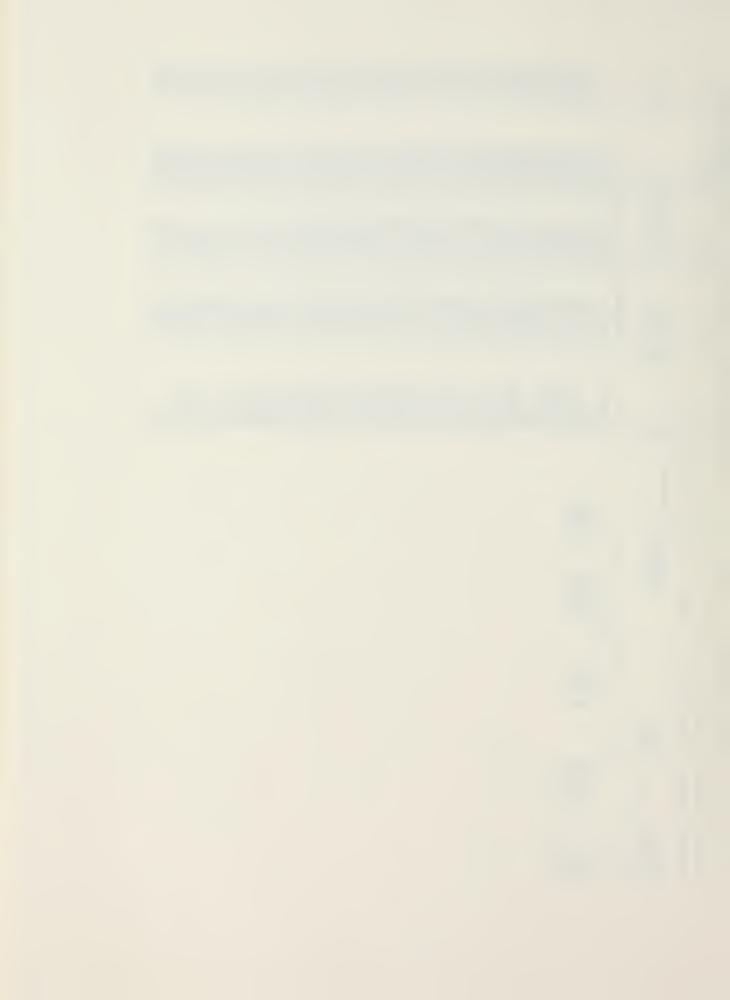
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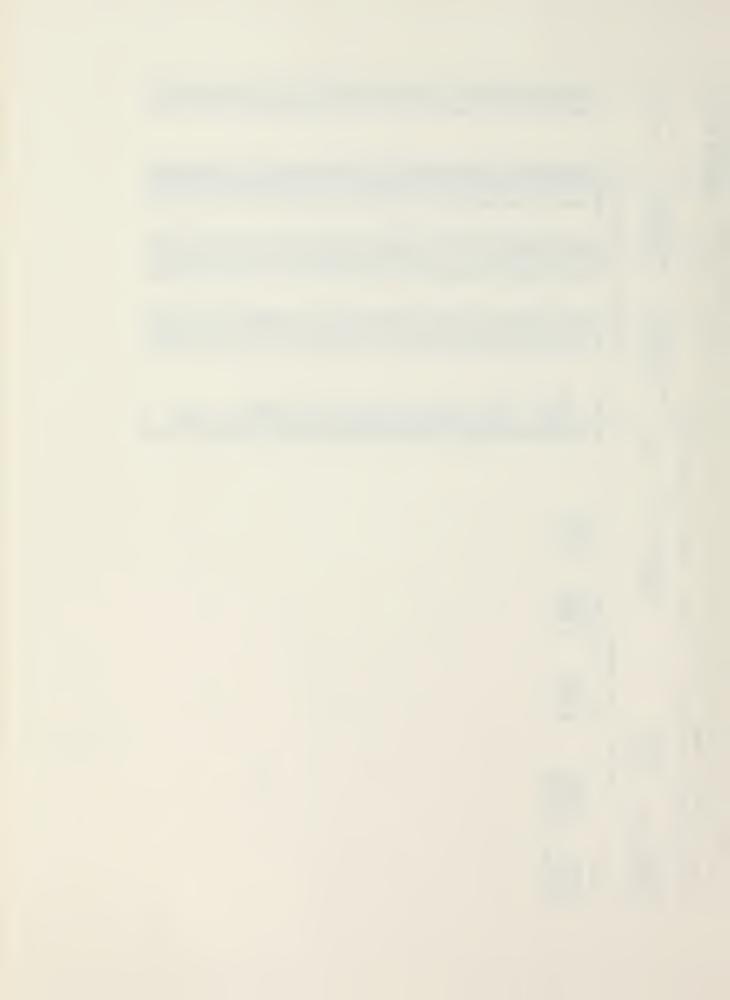


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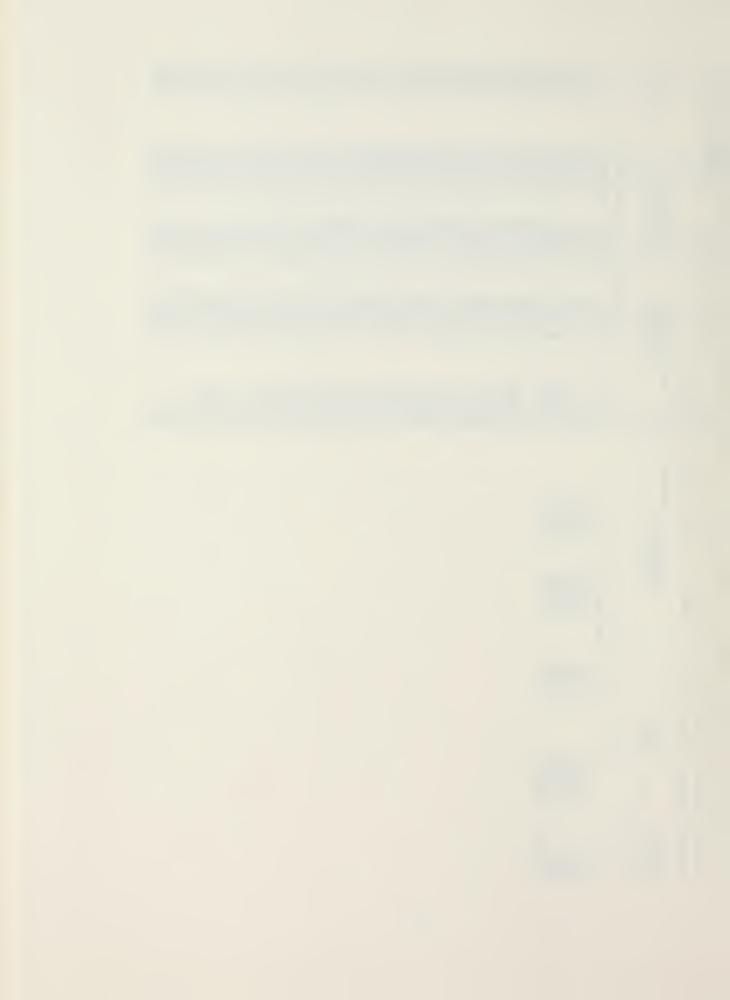
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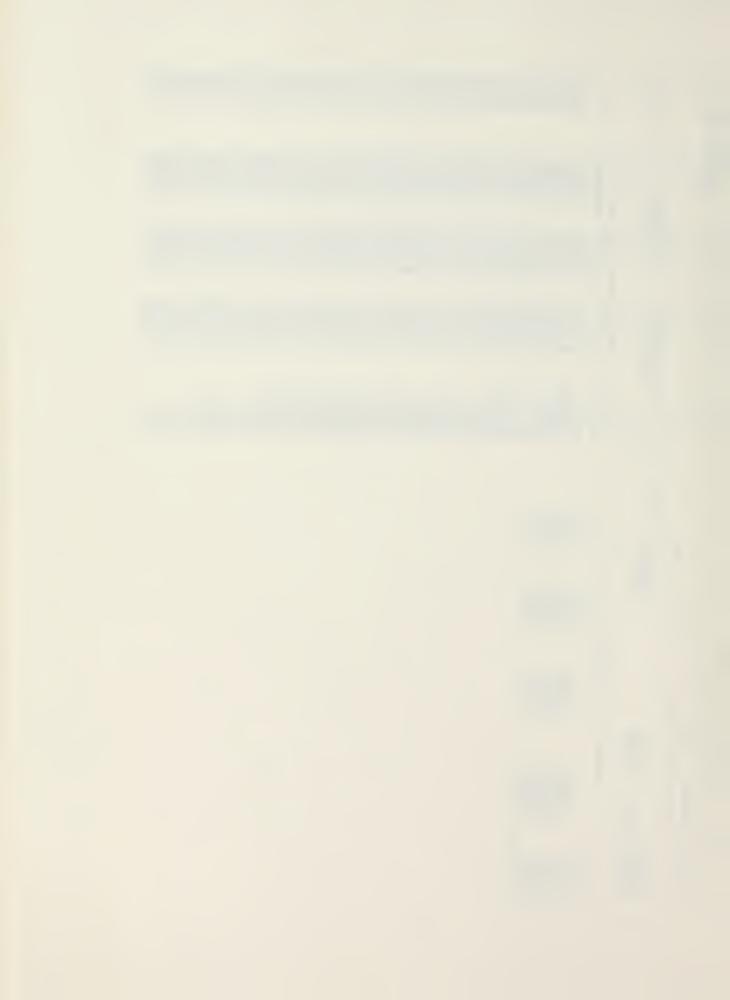


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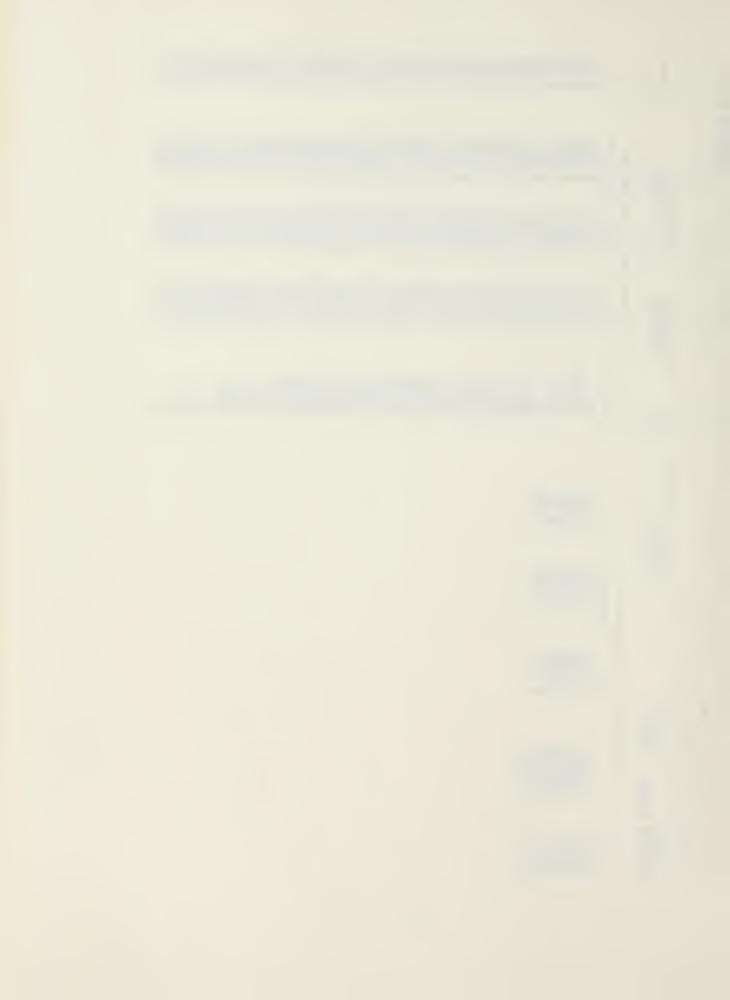


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COUNTY OF THE COUNTY OF T

SPSS BATCH SYSTEM

P-LEVEL OR TOLEHANCE-LEVEL INSUFFICIENT FOR PURTHER COMPUTATION STATISTICS WHICH CANNOT BE COMPUTED ARE PRINTED AS ALL NINES.

86



| | VARIABLE LIST 1 REGRESSION LIST 1 | | BETA | 0.17627 0.229633 0.429633 0.434725 0.012343 0.012343 0.012343 |
|-------------------|---|-------------------------|---------------------|--|
| PAGE 25 | * | | a | 0.3665317 0.42313109 0.42313109 0.26013342 0.35673342 0.35673342 0.574209965 0.574209965 |
| 11/12/81 | * | | SIMPLE R | 00000000000000000000000000000000000000 |
| | ESSION | | RSQ CHANGE | 0.32474 0.0148892 0.004819 0.002376 0.002376 0.01497 |
| | E G R | SUMMARY TABLE | RSQUARE | 00.32474 00.42474 00.549215 00.559215 00.559715 00.559715 00.5698 00.5 |
| | HULTIPLE | HOS | MULTIPLE R R SQUARE | 0.5698 0.76690 0.745960 0.745960 0.755671 0.76421 |
| SPSS BATCH SYSTEM | FILE THESIS (CREATION DATE = 09/30/41) | DEPENDENT VARIABLE COMB | VARIABLE | SURV28 DISLIKE IDEA OF PILOT OR OFFICER SURV21 SURV21 SURV21 SURV22 SURV22 IMPORT OF PLYING CG ACFT IMPORT OF PLYING CG ACFT SURV29 SURV20 SURV29 SURV29 SURV29 SURV20 SUR |
| SPS | EI, | 130 | VAI | SS CONTRACTOR |



11/12/81

7.09 SECONDS CPO TIME REQUIRED ...

SESS BATCH SYSTEM

40 FREQUENCIES 41 STATISTICS 42 COMMENT 44 COMMENT

GENERAL = COMB ALL 3 NATESIS OF THE VALUES OF COMB POR LT'S AND LCDB'S

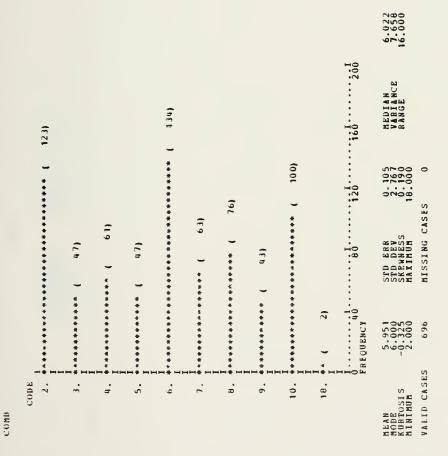
GIVEN WORKSPACE ALLOWS FOR 19200 VALUES AND 5760 LABELS PER VARIABLE FOR PREQUENCIES.



PILE - THESIS - CREATED 09/30/81

SPSS BATCH SYSTEM

11/12/81





SPSS BATCH SYSTEM

0, 19 SECONDS CPU TIME REQUIRED ... 45 *SELECT IF 46 FREQUENCIES 47 STATISTICS 48 COMMENT 49 COMMENT

GRANK GT 2 AND RANK LT 5)
GENERAL = COMB
ALL
ANALYSIS OF THE VALUES OF COMB FOR THE FALLED
OF SELECTION GROUP



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| $\overline{}$ |

| FREC PREC (PCF) | 18.3 | 75.1 | 35.9 | 42.7 | 9.69 | 74.1 | 9.40 | 0.68 | 99.5 | 100.0 | | 5.850 7.330 16.000 |
|---------------------------|------|------|------|------|------|------|------|------|------|-------|-------|---|
| ADJUSTED FREG (PCT) | 16.3 | в.9 | 10.7 | 6.8 | 20.9 | 10.5 | 10.5 | 4.5 | 10.5 | 0.5 | 100.0 | E SE |
| RELATIVE FREO (PCT) | 18.3 | 6.8 | 10.7 | 6.8 | 20.9 | 10.5 | 10.5 | 4.5 | 10.5 | 0.5 | 100.0 | MEDIAN VARIAN RANGE |
| ABSOLUTE FREQ | 7.0 | 26 | £ 1 | 26 | 80 | 0 1 | 0 % | 1.7 | 0 11 | ~ | 362 | 0.139 2.707 0.498 18.000 |
| COPE | 2. | 3. | ÷ | .5. | .9 | 7. | .0 | .6 | 10. | 18. | TOTAL | STD ERR STD DEV SKEWNESS MAXINUM |
| BEL | | | | | | | | | | | | 5.709 6.000 0.818 2.000 |
| CATEGORY LABEL | | | | | | | | | | | | MEAN MODE KURTOSIS MINIHUM |

0

MISSING CASES

382

VALID CASES



11/12/81

SPSS BATCH SYSTEM

TRANSPACE REQUIRED... 100 BYTES
1 TRANSFORMATIONS
0 RECODE VALUES + LAG VARIABLES
7 IF/COMPUTE OPERATIONS CPU TIME REQUIRED.. 0.22 SECONDS (VESTINGED GT 3 AND RANK EQ 2) OR VISINGED GT 5 AND RANK EQ 4) CHAINGED GT 6 AND RANK EQ 4) CHAINGED GT 6 AND RANK EQ 4) ALL COHB T COH 50 * SELECT IF 51 * SELECT IF 52 F R T STICS 54 STATISTICS 55 COMMENT 57 COMMENT 58 COMMENT

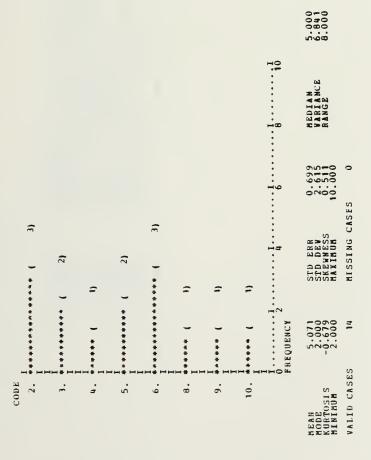
GIVEN WORKSPACE ALLOWS FOR 19200 VALUES AND 5760 LABELS PER VARIABLE FOR "FRRQUENCIES"



FILE - THESIS - CREATED 09/30/81

SPSS BATCH SYSTEM

11/12/01 CONB





STSS BATCH SYSTEM

TRANSPACE REQUIRED... 152 BYTES
1 TRANSFORMATIONS
0 RECODE VALUES + LAG VARIABLES
23 IF/CCHPUTE OPERATIONS

0.26 SECONDS CPU TIME REQUIRED ..

59 + SELECT IP 61 CORRESON 62 CORRESON 62 CORRESON 64 CORRESON 64 CORRESON 65 CORRESON 66 CORRESON 67 CORRESON 71 CORRESON 72 CORRESON 72 CORRESON 73 CORRESON 74 CORRESON 75 CORRESON 76 CORRESON 77 CORRESON 76 CORRESON 77 CORRESON 77 CORRESON 78 CORRESON 78

48 BYTES WORKSPACE **** **** PEARSON CORR PROBLEM REQUIRES



PAGE

33

11/12/81

COEFFICIENTS - - -

(A VALUE OF 99,0000 IS PRINTED IF A COEPPICIENT CANNOT BE COMPUTED)

(COEFFICIENT / (CASES) / SIGNIFICANCE)

95

SPSS BATCH SYSTEM

FILE THESIS (CREATION DATE = 09/30/81)

RANK



34

11/12/81

SPSS BATCH SYSTEM

THANSPACE REQUIRED...
100 BYTES
TRANSFORMYIONS
0 RECOBE VALUES + LAG VARIABLES
3 IF/CCMPUTE OPERATIONS CPU TIME REQUIRED.. 0.22 SECONDS 73 PEARSON CORR COMB WITH SURVIG**** PEARSON CORR PROBLEM REQUIRES 48 BYTES WORKSPACE *****



PAGE

COEFFICIENTS - - -

11/12/81

(A VALUE OF 99.0000 IS PRINTED IF A COEPPICIENT CANNOT BE COMPUTED)

(COBFFICIENT / (CASES) / SIGNIFICANCE)

97

SPSS BATCH SYSTEM

FILE THESIS (CREATION DATE = 09/30/81)

0.2067 0.2067 f=0.000

COMB



36

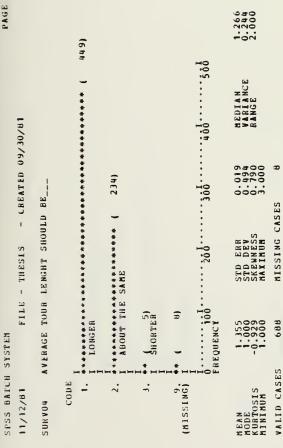
74 FREQUENCIES
76 OFFICS
77 COMMENT
78 COMMENT
79 COMMENT
60 COMMENT
61 COMMENT

VALUES AND 5760 LABELS PER VARIABLE FOR *FREQUENCIES*

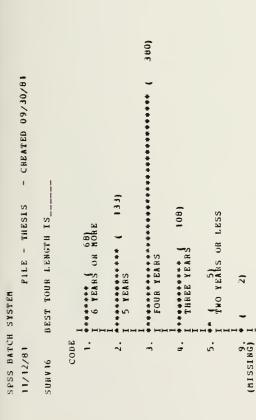
19200

GIVEN WORKSPACE ALLOWS FOR









MEAN MODE KURTOSIS MINIMUM VALID CASES

2.884 0.722 4.000

MEDIAN VARIANCE RANGE

0.032 0.850 -0.461 5.000

STD ERR SID DEV SKEWNESS MAXIMUN

2.782 3.000 0.048 1.000 MISSING CASES



CPU TIME REQUIRED ...

0.20 SECONDS

HOW HERE PROCESSED.

HOWHAL END OF JOB.

HE CONTROL CARDS WERE PROCESSED.

O ERRORS WERE DETECTED.



APPENDIX C

SPSS ANALYSIS PROGRAM AND OUTPUT FOR HYPOTHESIS 8

Notes:

- 1. Because of the limitations of the SPSS package, two preliminary regression analyses were done to identify significant contributors. These two are not included in this appendix. The regression herein is the last one mentioned in the text and includes significant variables from the two previous analyses.
- Data retained on magnetic tape by Commandant (G-P-1/2)
 Coast Guard.



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11/09/11
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SPSS STATISTICAL ALGORITHMS SPSS POCKET GUIDE RELEASE 8 KEYWORDS: THE SPSS INC. NEWSLETTER PAGE CURRENT DOCUMENTATION FOR THE SPSS BATCH SYSTEM PRODER PROM SPSS INC.: SPSS PRIMER (BRIEF INTRO TO SPSS) SPSS UPDATE (GSE W/SPSS, 2ND FOR REL. 7 & 0) SPSS FOR 05/360, VERSION H, RELEASE 8.1, MAY 20, 1980

384 TRANSFORMATIONS 1536 RECODE VALUES + LAG VARIABLES 6144 IP/COMPUTE OPERATIONS

ALLOWS FOR ..

ORDER FROM MCGRAW-HILL:

SPSS BATCH SYSTEM

1 GET FILE SCII DEFAULT SPACE ALLOCATION...
WORKSPACE 268800 BYTES
TRANSPACE 38400 BYTES

FOUND PILE SCII EXPECTED FILE HAS 246 VABIABLES PILE SCII

THE SUBFILES ARE .. NO OF NAME

103 SCII

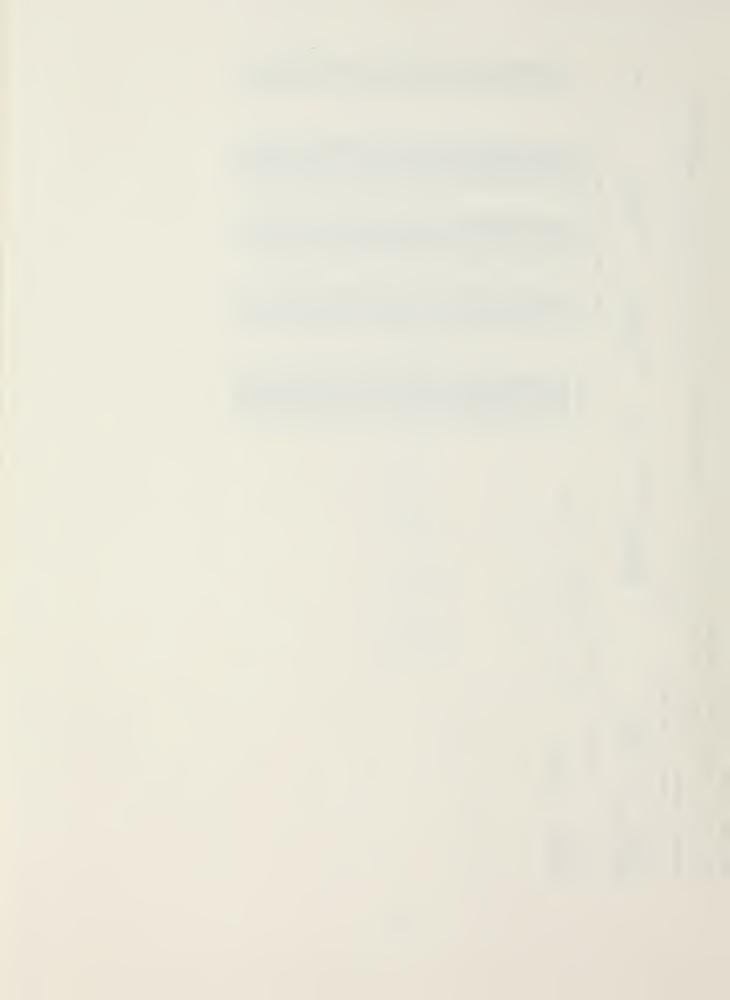
0.02 SECONDS CPU TIME REQUIRED ...

REGRESSION

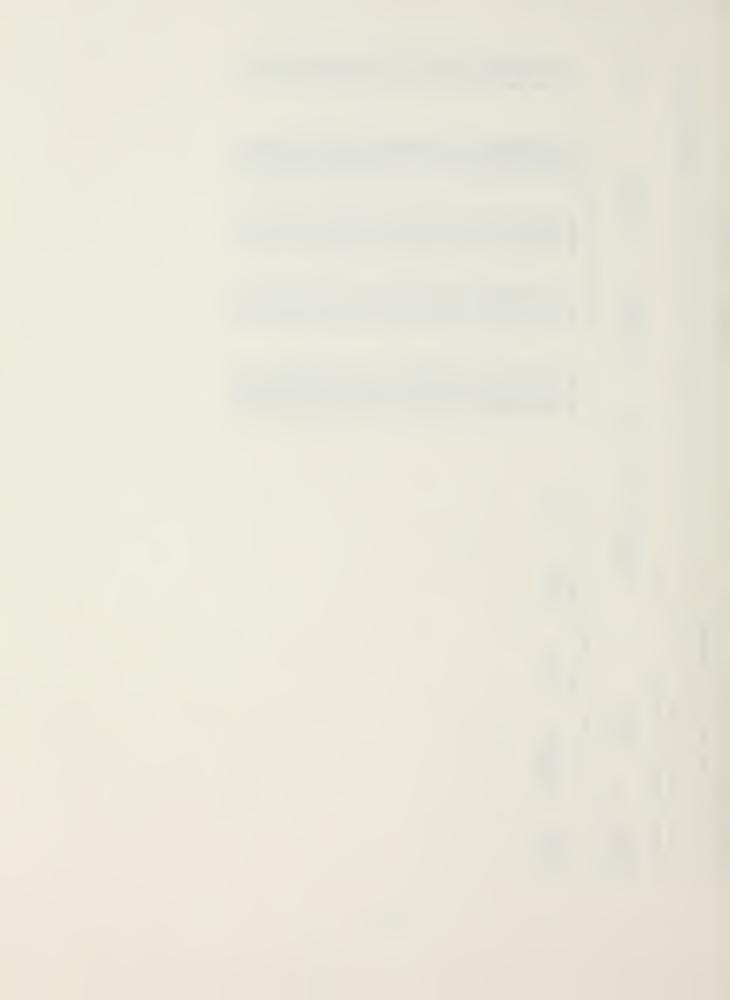
35280 BYTES HORKSPACE, NOT INCLUDING RESIDUALS **** **** REGRESSION PROBLEM REQUIRES



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| | ы ж | IANCE | | |
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| | TESTI A | F 6.47074 | |
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| | COREATION CONTRABLE CO CONTRABLE CO | R SQUARE 0.50012 R SQUARE 0.21146 ERROR 2.33971 | -0.11658310-01 0.27799630-01 -0.26472720-01 0.23083720-01 0.23083720-01 0.23083720-01 |
| | FILE SCII * * * * * * DEFENDENT VARIABLE(S) | MULTIPLE R SOUARE ADJUSTED R STANDARD E | V AR I ABL E V AR I ABL E STSCR152 STSCR152 STSCR1026 CONST026 (CONST026) |

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8

SPSS BATCH SYSTEM

CPU TIME REQUIRED ...

U. 61 SECONDS

NORHAL END OF JOB. 12 CONTROL CARDS WERE PROCESSED. 0 ERRORS WERE DETECTED. 12 PINISH

110



APPENDIX D

FREQUENCY DISTRIBUTIONS FOR RESPONSES TO ALL QUESTIONNAIRE ITEMS

Note: Missing values not included in calculation of distribution statistics.



11/13/81

AGE AGE OF RESPONDENT

CODE 24. ** (1) 25. ******* (15) 26. ******** (20) 27. ********** (35) 28. *********** (33) 29. ******* (22) 30. ************ (34) 33. ********** (47) 34. ************ (57) 35. *************** (35) 36. ********* (28) 37. *************** (36) 38. ********* (32) 39. *********** (30)



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FILE - THESIS - CREATED 09/30/81
11/13/81
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43. ********* ( 20)
   44. ******* ( 16)
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45. ******* ( 13)
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   48. ***** ( 8)
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   50. *** ( 3)
   51. ** ( 2)
   52. *** ( 3)
   53. ** ( 1)
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99. ** ( 1)
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FILE - THESIS - CREATED 09/30/81

11/13/81

 MEAN
 35.365
 STD ERR
 0.233
 MEDIAN
 34.377

 MODE
 34.000
 STD DEV
 6.145
 VARIANCE
 37.764

 KURTOSIS
 -0.459
 SKEWNESS
 0.430
 RANGE
 29.000

 MINIMUM
 24.000
 MAXIMUM
 53.000
 29.000



FILE - THESIS - CREATED 09/30/81

RANK RANK

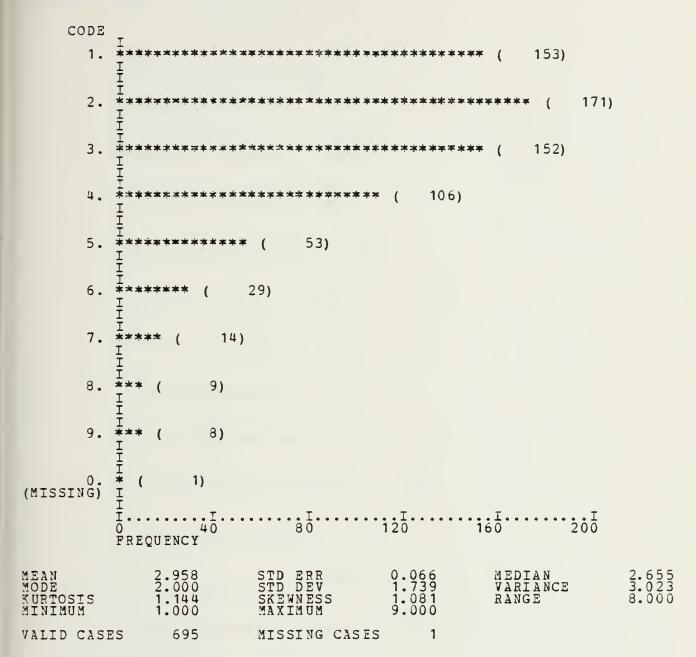
11/13/81

MEAN MODE

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STD DEV
SKEWNESS
MAXIMUM
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0.154
6.000
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1.479
5.000
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VARIANCE
KURTOSIS
MINIMUM
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 RANGE
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YRSERV TOTAL YEARS OF SERVICE

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11/13/81

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34.000
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SKEWNESS
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32.000
MEAN
MODE
KURTOSIS
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VALID CASES
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11/13/81 FILE - THESIS - CREATED 09/30/81

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| 0. | ************************************** | *********** | ***** | ******* | (481) |
| 1. | 1. ************************************ | | | | |
| | T | 200 | 300 | 460 | I D |
| MEAN MODE KURTOSIS MINIMUM | 0.309 0.0 -1.317 0.0 | STD ERR STD DEV SKEWNESS MAXIMUM | 0.018 0.462 0.829 1.000 | MEDIAN VARIANCE RANGE | 0.223 0.214 1.000 |
| VALID CAS | ES 696 | MISSING CASE | S 0 | | |



MEAN

MODE

FILE - THESIS - CREATED 09/30/81

COMMSRCE SOURCE OF COMMISSION

```
CODE
          ******** ( 130)
            OCS
       2. ********** ( 100)

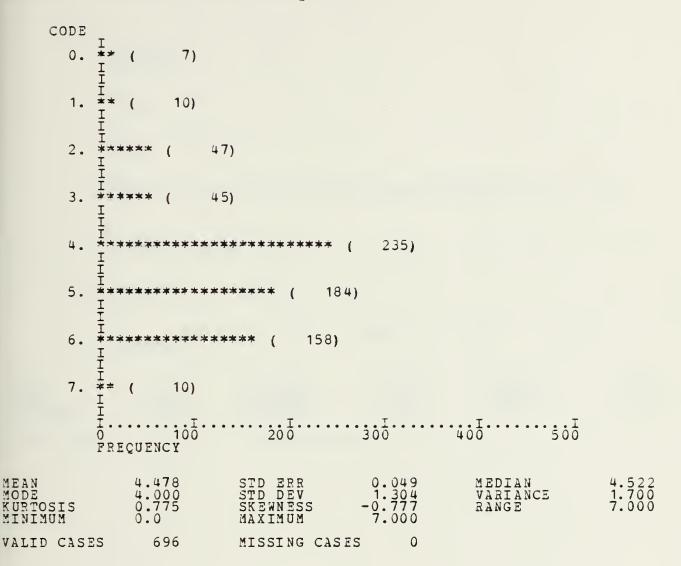
<u>I</u> OCS PRIOR ENLISTED
       I CG ACADEMY
       4. **** ( 33)
I AVCAD PROGRAM
       5. ****** (

<u>I</u> DCA ARMY
                       63)
          *** ( 18)
I DCA NAVY
          i DCA AIR FORCE
          *** ( 24)
I DCA MARINES
I
       8.
       9. ** ( 12)
I OTHER COMMISION SOURCE
          FREQUENCY
               3.180
3.000
1.377
1.000
                                          0.070
1.857
1.230
9.000
                           STD ERR
STD DEV
                                                                     2.899
3.448
8.000
                                                      MEDIAN
                                                      VARIANCE
KURTOSIS
MINIMUM
                          SKEWNESS
MAXIMUM
                                                     RANGE
            696
                     MISSING CASES
VALID CASES
```



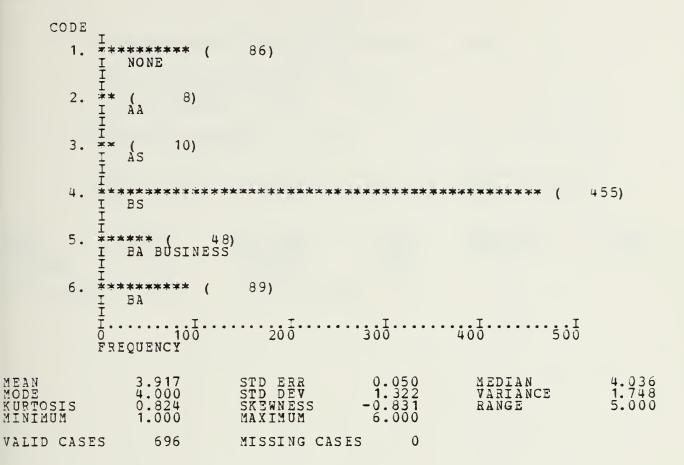
FILE - THESIS - CREATED 09/30/81

YRSCOLL YEARS OF COLLEGE OR EQUIVLENT





DEGREE TYPE OF COLLEGE DEGREE





PG POSTGRADUATE STUDY

CODE I NONE ******** (198)
I SOME GRADUATE STUDY 2. ************** (168) I DEGREE OBTAINED 100 200 300 400 400 500 FREQUENCY 0.767 0.0 -1.349 0.0 MEAN MODE KURTOSIS MINIMUM STD ERR STD DEV SKEWNESS MAXIMUM 0.031 0.814 0.450 2.000 0.591 0.662 2.000 MEDIAN VARIANCE RANGE VALID CASES 696 MISSING CASES 0



PGDEG TYPE OF POSTGRADUATE DEGREE

| CODE | - | | | | |
|-------------------------------------|--|---|----------------------------------|-----------------------------|-------------------------|
| 0. | ************************************** | *************************************** | (508) | | |
| 1. | I NONE I I *** (41) I MBA I I ***** (88) | | | | |
| 2. | I ***** (88) I MS I | | | | |
| 3. | I MS I I *** (47) I MA I I * (1) I LAW I I * (10) I PHD OR MORE I I PHD OR MORE I I PHD OR MORE | | | | |
| 4. | I * (1) I LAW | | | | |
| 7. | I (THER 1) | | | | |
| 9. | ** (10) I PHD OR MORE | THAN ONE MAS | TERS DEGREI | E | |
| | TZOO FREQUENCY | 400 | 600 | 800 1000 | |
| MEAN MODE KURTOSIS MINIMUM | 0.659 0.0 15.873 0.0 | STD ERR STD DEV SKEWNESS MAXIMUM | 0.054 1.413 3.458 9.000 | MEDIAN VARIANCE RANGE | 0.185 1.998 9.000 |
| VALID CAST | ES 696 | MISSING CASE | s 0 | | |



PGFUND SOURCE OF FUNDING FOR POSTGRADUATE WORK

CODE 0. ********* (339) NOT APPLICABLE 1. ******** (239) WENT ON OWN *********** (118)
I SENT BY COAST GUARD $ar{1}$ $ar{1}$ $ar{1}$ $ar{1}$ $ar{1}$ $ar{1}$ $ar{1}$ $ar{1}$ $ar{1}$ $ar{1}$ $ar{1}$ $ar{1}$... FREQUENCY 0.682 0.0 -0.991 0.0 0.028 0.746 0.590 2.000 MEDIAN VARIANCE 0.538 0.557 2.000 MEAN MODE STD ERR STD DEV KURTOSIS MINIMUM SKEWNESS RANGE MAXIMUM VALID CASES 696 MISSING CASES



FSO AVIATION SAFETY OFFICER

| CODE 0. | I ************************************ | ********** | ** (| 587) | |
|-------------------------------------|---|---|----------------------------------|--|-------------------------|
| 1. | Î ****** (109 I YES |) | | | |
| | Ī 0 200 FREQUENCY | 40 0 | 600 · · · | ************************************** | |
| MEAN MODE KURTOSIS MINIMUM | 0.157 0.0 1.591 0.0 | STD ERR STD DEV SKEWNESS MAXIMUM | 0.014 0.364 1.894 1.000 | MEDIAN VARIANCE RANGE | 0.093 0.132 1.000 |
| VALID CASE | S 696 | MISSING CASES | 0 | | |



FILE - THESIS - CREATED 09/30/81

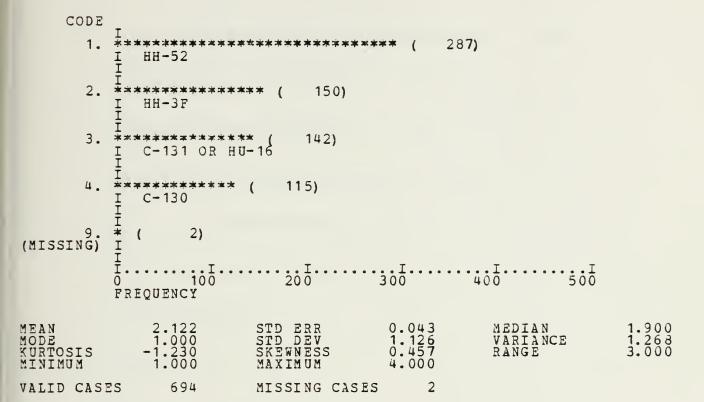
AMO AVIATION MAINTENANCE OFFICER

CODE I ********* (584) 0. I NO ****** (112) I YES I 1000 FREQUENCY 400 600 800 1000 MEAN MODE KURTOSIS MINIMUM 0.161 0.0 1.425 0.0 STD ERR STD DEV SKEWNESS MAXIMUM 0.014 0.368 1.850 1.000 0.096 0.135 1.000 MEDIAN VARIANCE RANGE 696 VALID CASES MISSING CASES 0



FILE - THESIS - CREATED 09/30/81

ACFT PRIMARY AIRCRAFT FLOWN

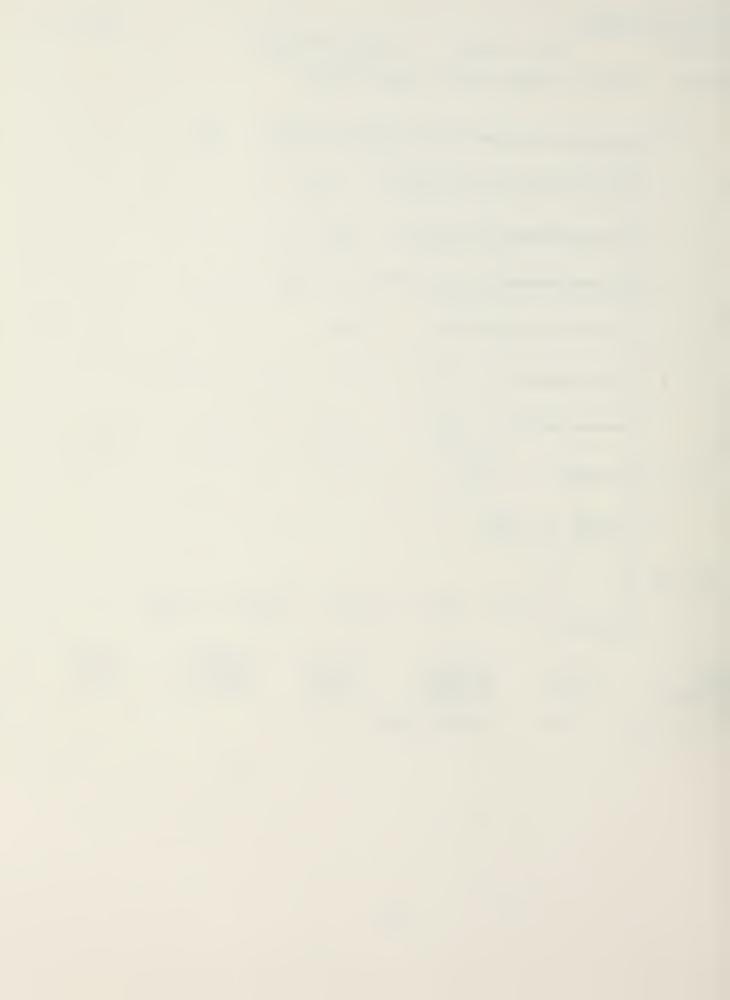




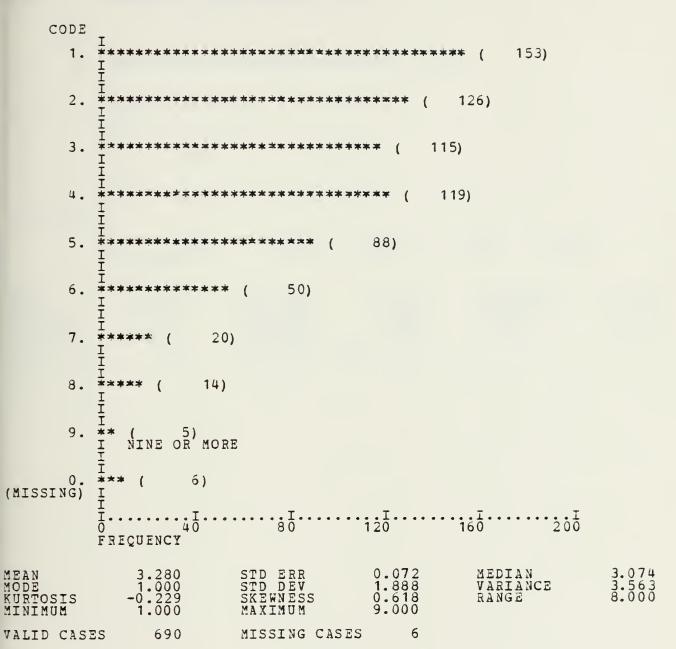
```
FILE - THESIS - CREATED 09/30/81
```

NOTOURS NUMBER OF TOURS SINCE FLIGHT SCHOOL

```
CODE
       ********** ( 153)
     3. ************ ( 92)
     5. ************ ( 87)
                   50)
                  48)
     8. ******* ( 31)
     9. ******* ( 25)
I NINE OR MORE
       * ( 1)
(MISSING)
       FREQUENCY
                  STD ERR
STD DEV
SKEWNESS
MAXIMUM
MEAN
MODE
KURTOSIS
MINIMUM
                                    MEDIAN
VARIANCE
RANGE
VALID CASES 695
                 MISSING CASES 1
```

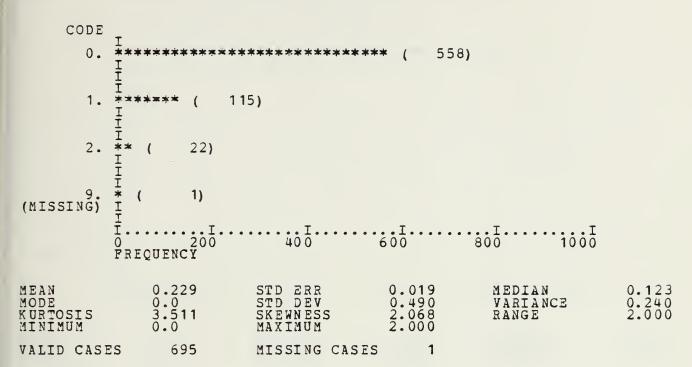


NOFLTRS NUMBER OF DIFOPS TOURS





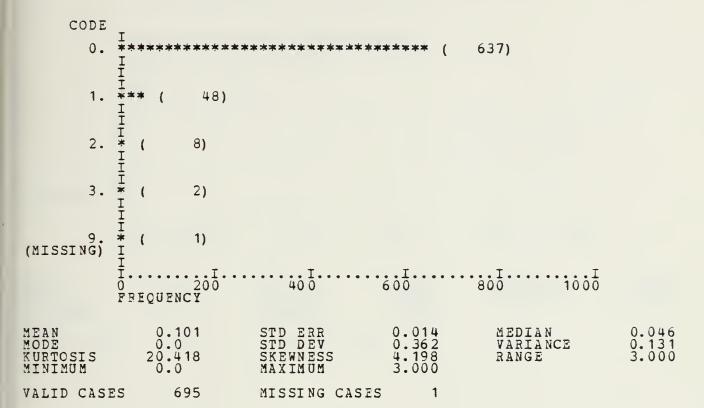
HQ NUMBER OF HEADQUARTERS TOURS





FILE - THESIS - CREATED 09/30/81

DIST NUMBER OF DISTRICT OR AREA STAFF TOURS

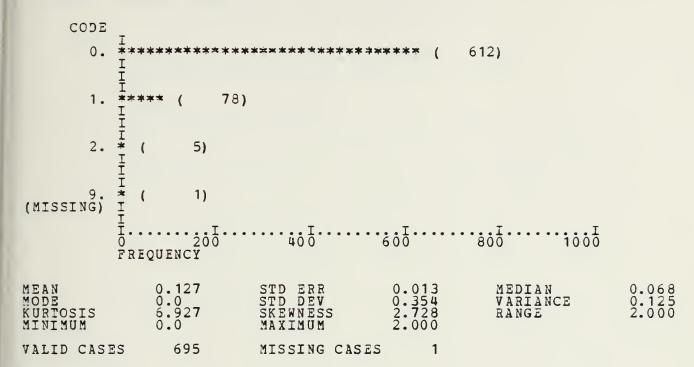




11/13/81 FILE - THESIS

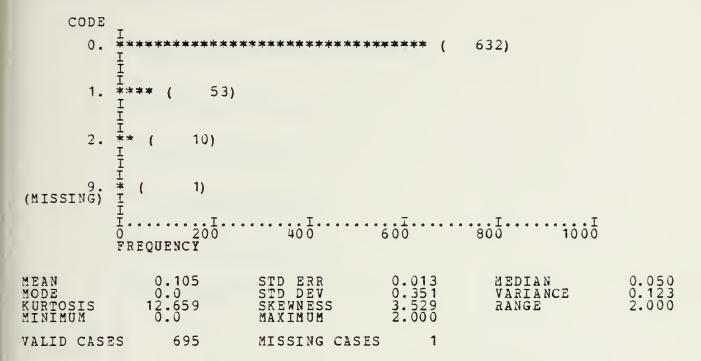
FILE - THESIS - CREATED 09/30/81

PGWCOLL NUMBER OF TOURS AT PG SCHOOL AND/OR WAR AND STAFF COLLEGES





TOUROTH OTHER TOURS





FILE - THESIS - CREATED 09/30/81

ASPOSIT HIGHEST POSITION AT AIR STATION

```
CODE
                                                      0. ******** ( 309)
                                                                                           DUTY
                                                                         ****** ( 62)
I COMMANDING OFFICER
                                                                        ***** ( 42)
I EXECUTIVE OFFICER
                                                     3. ****** ( 50)
I OPERATIONS OFFICER
                                                     4. ****** ( 58)
I ENGINEERING OFFICER
                                                      5. ******** ( 174)
                                                                             I DEPARTMENT HEAD
                                                                           Ĭ
* ( 1)
I
  (MISSING)

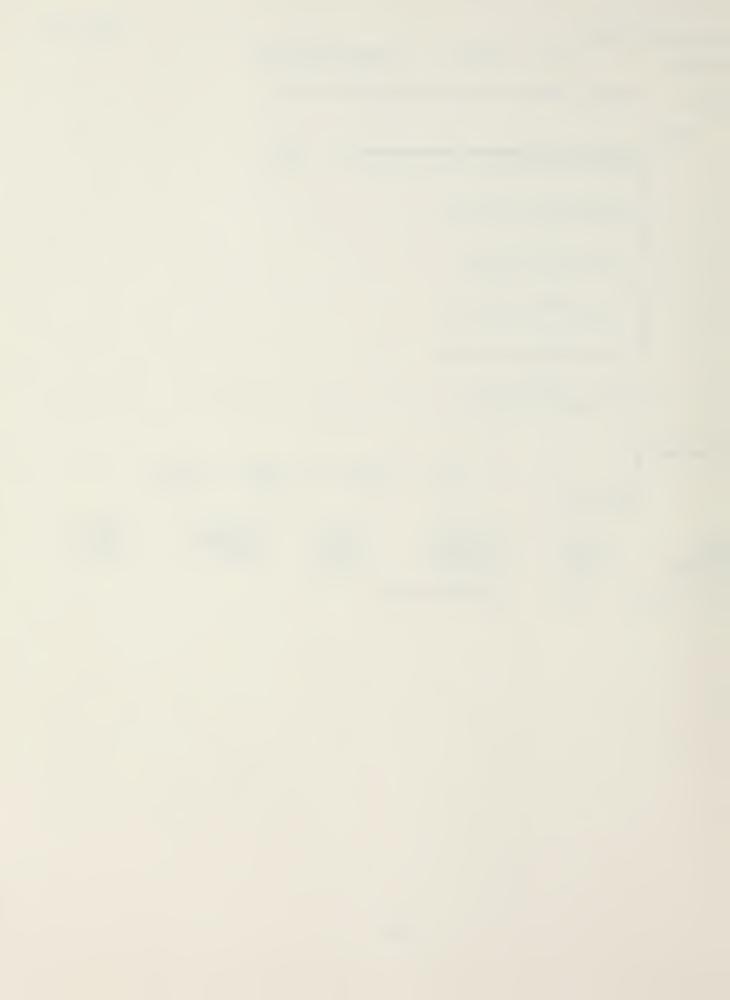
\bar{1}

                                                                            PRECUENCY
                                                                                                   2.012
0.0
-1.601
0.0
                                                                                                                                                                                                                                                                                                        0.081
2.129
0.385
5.000
MEAN
MODE
KURTOSIS
MINIMUM
                                                                                                                                                                                             STD ERR
STD DEV
SKEWNESS
MAXIMUM
                                                                                                                                                                                                                                                                                                                                                                                           MEDIAN
VARIANCE
RANGE
VALID CASES 695
                                                                                                                                                       MISSING CASES
```



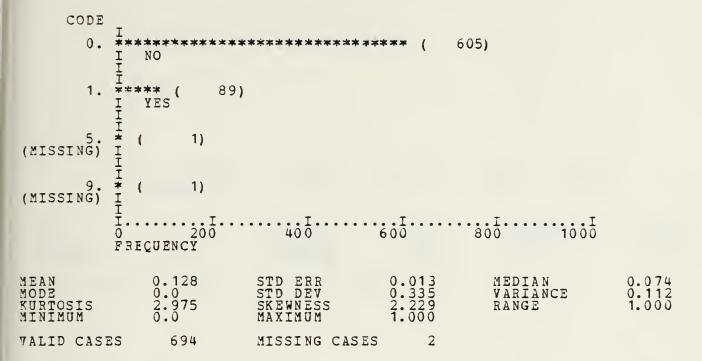
OPOSIT HIGHEST POSITION HELD AT NON-AIR STATION

| CODE | | | | | | | |
|-------------------------------------|---|---|----------------------------------|-----------------------------|-------------------------|--|--|
| 0. | I ************************************ | | | | | | |
| 1. | i 20) i commanding officer | | | | | | |
| 2. | I NOT APPLICABLE I 20 I COMMANDING OFFICER I EXECUTIVE OFFICER I 10) | | | | | | |
| 3. | T ** (10) I OPERATIONS OFFICER I | | | | | | |
| 4. | OPERATIONS OFFICER I * (3) I ENGINEERING OFFICER I I *** (44) | | | | | | |
| 5. | | | | | | | |
| (MISSING) | I DÉPARTMENT I * (1) I I O | | | | | | |
| | TREQUENCY | 400 | 600 | 800 1000 | | | |
| MEAN MODE KURTOSIS MINIMUM | 0.472 0.0 6.556 0.0 | STD ERR STD DEV SKEWNESS MAXIMUM | 0.050 1.312 2.814 5.000 | MEDIAN VARIANCE RANGE | 0.084 1.722 5.000 | | |
| VALID CASE | es 695 | MISSING CASE | s 1 | | | | |



FILE - THESIS - CREATED 09/30/81

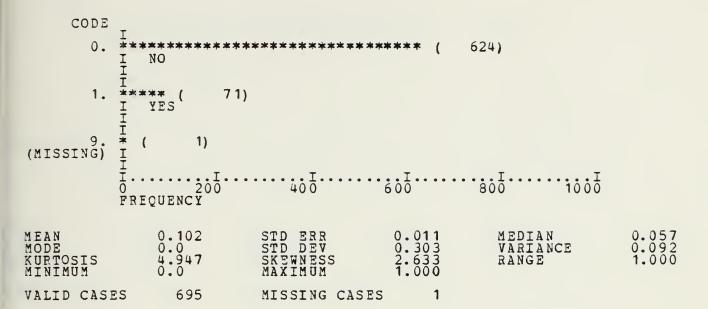
HQSEC HEADQUARTERS SECTION HEAD OR ABOVE





FILE - THESIS - CREATED 09/30/81

MOBILE MOBILE INSTRUCTOR PILOT





11/13/81 FILE - THESIS

FILE - THESIS - CREATED 09/30/81

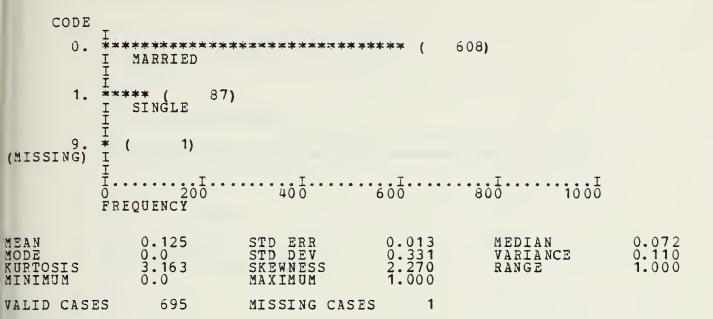
ARSC A.R.S.C. PILOT

CODE 0. III NO 37) 1. (MISSING) 1) (0.028 0.050 1.000 MEAN MODE KURTOSIS MINIMUM 0.053 0.0 13.949 0.0 STD ERR STD DEV SKEWNESS MAXIMUM 0.009 0.225 3.989 1.000 MEDIAN VARIANCE RANGE

VALID CASES 695 MISSING CASES



1ARITAL MARITAL STATUS





11/13/81

CIVILP HIGHEST CIVIL RATING HELD

```
CODE
        0.
           ******* ( 179)
               NONE
              ( 12)
FRIVATE LICENSE
           **
           **************
                                                                403)
              COMMERCIAL LICENSE
           *** ( 16)
I ATP LICENSE
          ********* ( 85)
I ATP AND TYPE RATINGS
(MISSING)
             (
                    1)
               100 200 300 400 500
           ō
           FREQUENCY
               1.735
2.000
-0.462
                                             0.046
1.221
0.069
4.000
                             STD ERR
STD DEV
SKEWNESS
MAXIMUM
                                                                          1.888
1.492
4.000
MEAN
                                                          MEDIAN
MODE
KURTOSIS
MINIMUM
                                                          VARIANCE
RANGE
                0.0
                  695
                             MISSING CASES
VALID CASES
```



INSTP CIVIL INSTRUCTOR RATING HELD

CODE I (GROUND INSTRUCTOR T 76)

***** (76)

I FLIGHT INSTRUCTOR (MISSING) 0.223 0.0 4.159 0.0 STD ERR STD DEV SKEWNESS MAXIMUM 0.024 0.627 2.474 2.000 0.064 0.393 2.000 MEAN MEDIAN MODE KURTOSIS MINIMUM VARIANCE RANGE VALID CASES 695 MISSING CASES



CURRENT CIVIL RATINGS CURRENT?

```
CODE
        0.
                         140)
            I
               YES
            555)
            I
* (
II...
               NO
        9.
                     1)
(MISSING)
            0.799
1.000
0.227
0.0
                                             0.015
0.401
-1.492
1.000
MEAN
MODE
KURTOSIS
MINIMUM
                              STD ERR
STD DEV
SKEWNESS
MAXIMUM
                                                            MEDIAN
VARIANCE
RANGE
                                                                             0.874
0.161
1.000
VALID CASES
                              MISSING CASES
                   695
```



JOBS NUMBER OF JOBS OUTSIDE OF COAST GUARD

| CODE | | | | | | |
|-----------------------------|--|--------------------------------|----------------------------------|-----------------|--------|-------------------------|
| 0. | | ******* | ****** | **** | (430) | |
| | I NONE | | | · · | | |
| 1. | I ********* | (113) | | | | |
| | I ONE | | | | | |
| 2. | ********* (I TWO I | 86) | | | | |
| | I ******* (I THREE OR M | 66) IORE | | | | |
| | I INKEL OK E | TORE | | | | |
| (MISSING) | I THREE OR M I I * (1) I I | | | | | |
| | Ť T | ••,••• <u>•</u> | I | 400 | i | |
| 0 | 0 100 FREQUENCY | 200 | 300 | 400 | 500 | |
| MEAN | 0.695 | STD ERR | 0.039 | MEDIAN | | 0.308 |
| MODE KURTOSIS MINIMUM | 0.695 0.0 0.016 0.0 | STD DEV SKEWNESS MAXIMUM | 0.039 1.015 1.185 3.000 | VARIAN RANGE | ICE | 0.308 1.031 3.000 |
| VALID CASE | s 695 | MISSING CASE | | | | |



ENLIST ENLISTED TIME IN ANY SERVICE

CODE ******** (220) YES 1. (MISSING) 0.683 1.000 -1.379 0.018 0.465 -0.791 1.000 MEAN MODE KURTOSIS MINIMUM STD ERR STD DEV SKEWNESS MAXIMUM MEDIAN VARIANCE RANGE 0.768 0.217 1.000 0.0 VALID CASES 695 MISSING CASES



11/13/81

FILE - THESIS - CREATED 09/30/81

SERVEK BREAKS IN SERVICE

CODE ****** 148) I YES 1. (MISSING) 0.787 1.000 -0.025 0.0 0.016 0.410 -1.405 1.000 0.865 0.168 1.000 MEAN MODE KURTOSIS MINIMUM STD ERR STD DEV SKEWNESS MAXIMUM MEDIAN VARIANCE RANGE VALID CASES 695 MISSING CASES



VALID CASES

690

FILE - THESIS - CREATED 09/30/81

MOTIV REASON FOR JOINING COAST GUARD

```
CODE
               ( 13)
TRAVEL OPPORTUNITIES
           **** ( 29)
I RELATIVE IN SERVICE
        4. ******** ( 84)
I ALTERNATIVE TO DRAFT
        5. ********* ( 150)
             CTHER REASON
           ********** ( 100)
I EDUCATION-CGA
        9. ******* ( 72)
I MULTIPLE REASONS
           ** (
                 6)
           (MISSING)
           FREQUENCY
                4.538
3.000
0.376
1.000
                             STD ERR
STD DEV
SKEWNESS
MAXIMUM
                                              0.074
1.952
0.936
9.000
                                                           MEDIAN
VARIANCE
RANGE
                                                                           4.226
3.811
8.000
KURTOSIS
MINIMUM
```

MISSING CASES 6



SURVO2 ENTER INTENDING TO BE A PILOT?

| CODE | | | | | |
|-------------------------------------|--|---|----------------------------------|-----------------------------|-------------------------|
| 1. * I | ************************************** | ******* | 506) | | |
| 2. * | ******** (NO | 186) | | | |
| 9. * (MISSING) I | (4) | | | | |
| I O F | REQUENCY | 400 | 600 · · · · | 800 1000 | |
| MEAN MODE KURTOSIS MINIMUM | 1.269 1.000 -0.910 1.000 | STD ERR STD DEV SKEWNESS MAXIMUM | 0.017 0.444 1.045 2.000 | MEDIAN VARIANCE RANGE | 1.184 0.197 1.000 |
| VALID CASES | 692 | MISSING CASES | 4 | | |



11/13/81

SURV03 INTENTIONS TO STAY AT LEAST 20YR

```
CODE -
                                                                                                      WILL SURELY RESIGN
                                                                                                     ( 18)
FROBABLY RESIGN
                                                        2.
                                                                            ******

I UNDECIDED
                                                                                                                                                                                   61)
                                                                       ************* ( 198)
                                                                                                PROBABLY STAY IN
                                                                            *************
                                                                                                                                                                                                                                                                                                                                                                                                                                             391)
                                                                                                      SURELY STAY IN
                                                                            Ī
** (
                                                                                                                                                   8)
   (MISSING)

\bar{1}

                                                                              FREQUENCY
                                                                                                                                                                                                                                                                                                       0.036
0.953
-1.715
5.000
                                                                                                             4.340
5.000
2.857
MEAN
MODE
KURTOSIS
                                                                                                                                                                                                                                                                                                                                                                                                    MEDIAN
VARIANCE
RANGE
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  4.620
0.909
4.000
                                                                                                                                                                                                   STD ERR
                                                                                                                                                                                                  STD DEV
SKEWNESS
MUMINIM
                                                                                                              1.000
                                                                                                                                                                                                   MUMIXAM
VALID CASES
                                                                                                                            688
                                                                                                                                                                                                  MISSING CASES
```



SURVO4 AVERAGE TOUR LENGHT SHOULD BE

| | CODE 1. | I *********** I LONGER I | ***** | ****** | ******* | 449) |
|---|-------------------------------------|-----------------------------------|---|----------------------------------|-----------------------------|-------------------------|
| | 2. | 7 | ****** (SAME | 234) | | |
| | 3. | I ** (5) I SHCRTER | | | | |
| Ì | 9. (MISSING) | I ** (8) I I | | | | |
| l | | TI 0 100 FREQUENCY | 200 | 300 | 400 500 | |
| ı | MEAN MODE KURTOSIS MINIMUM | 1.355 1.000 -0.929 1.000 | STD ERR STD DEV SKEWNESS MAXIMUM | 0.019 0.494 0.790 3.000 | MEDIAN VARIANCE RANGE | 1.266 0.244 2.000 |
| ı | VALID CASE | s 688 | MISSING CAS | ES 8 | | |



SURVO5 DISLIKE IDEA OF NON-FLY STAFF JOB

```
CODE
           ***********
                                         210)
           I
               AGREE STRONGLY
           ******* ( 132)
           ********
                              114)
        4. **********
                               124)
           *********** ( 110)
I DISAGREE STRONGLY
                     6)
           I
I
I
0 100 200 300 400 500
(MISSING)
           FREQUENCY
               2.699
1.000
-1.341
1.000
                             STD ERR
STD DEV
SKEWNESS
                                             0.056
1.462
0.253
5.000
                                                          MEDIAN
VARIANCE
RANGE
MEAN
MODE
KURTOSIS
MUMINIMUM
                             MAXIMUM
                  690
                             MISSING CASES
VALID CASES
```



SUPVO6 COLLATERALS TOO IMPORT ON FITREP

```
CODE
              **************
                                                       220)
                   AGREE STRONGLY
              ******* ( 161)
              *******
                                     89)
              ********* ( 131)
              ********** ( 88)
I DISAGREE STRONGLY
              ** (
                           7)
(MISSING)

\frac{1}{0}

\frac{1}{00}

\frac{1}{200}

\frac{1}{300}

\frac{1}{400}

\frac{1}{500}

              PREQUENCY
                  2.573
1.000
-1.252
1.000
                                                        0.054
1.426
0.381
5.000
MEAN
MODE
KURTOSIS
MINIMUM
                                    STD ERR
STD DEV
SKEWNESS
                                                                                             2.273
2.033
4.000
                                                                        MEDIAN
VARIANCE
                                                                        RANGE
                                    MAXIMUM
                       689
VALID CASES
                                    MISSING CASES
```



SURVO7 WOULD ENJOY BEING ADMIN OFFICER

| CODE | 7 | | | | |
|-------------------------------------|--|---|----------------------------------|-----------------------------|-------------------------|
| 1. | ************************************** | ************************************** | ***** | ****** (17 | 2) |
| 2. | I ************************************ | ********** | ****** | 131) | |
| 3. | <u> </u> | ****** | ***** | *** (153) | |
| 4. | | *********** | ***** | (140) | |
| 5. | I I ********************************** | | 92) | | |
| (MISSING) | I *** (8) I | • | | | |
| | FREQUENCY | 80 80 | 120 | 160 200 | |
| MEAN MODE KURTOSIS MINIMUM | 2.781 1.000 -1.225 1.000 | STD ERR STD DEV SKEWNESS MAXIMUM | 0.052 1.372 0.129 5.000 | MEDIAN VARIANCE RANGE | 2.768 1.883 4.000 |
| VALID CASE | ES 688 | MISSING CASE | S 8 | | |



SURVO8 WOULD CHOOSE FLYING OVER LOCATION

```
CODE
           ******* ( 250)
               AGREE STRONGLY
           ******* ( 149)
        3. ********** (
                               115)
        4。 *********
                               107)
        5. ********* ( 75)
I CISAGREE STRONGLY
           \bar{0} 100 200 300 400 500
           FREQUENCY
                                              0.053
1.386
0.509
5.000
               2.437
1.000
-1.063
1.000
MEAN
MODE
KURTOSIS
MINIMUM
                             STD ERR
STD DEV
SKEWNESS
                                                           MEDIAN
VARIANCE
RANGE
                                                                            2.158
1.921
4.000
                             MAXIMUM
                  696
VALID CASES
                             MISSING CASES
                                                   0
```



SURVO9 WOULD BE__IN OTHER CG BRANCH

```
CODE
             ******** ( 221)
               VERY UNHAPPY
             ****** ( 193)
             *********** ( 122)
             ****** ( 97)
         5. ******* ( 63)
I JUST AS HAPPY

\frac{1}{0}

\frac{1}{100}

\frac{1}{200}

\frac{1}{300}

\frac{1}{400}

\frac{1}{500}

             FREQUENCY
MEAN
MODE
KURTOSIS
MINIMUM
                 2.408
1.000
-0.828
1.000
                                  STD ERR
STD DEV
SKEWNESS
MAXIMUM
                                                     0.049
1.304
0.575
5.000
                                                                    MEDIAN
VARIANCE
                                                                    RANGE
                    696
VALID CASES
                                 MISSING CASES
```



SURV10 WOULD ENJOY BEING XO

```
CODE
            ********* ( 84)
I DISAGREE STRONGLY
            ****** (
                               94)
            *********
                                 118)
            ******************************
                                   152)
            **********
                                                  245)
               AGREE STRONGLY
(MISSING)
            *I
                     3)
             100 200 300 400 500
            FREQUENCY
               3.548
5.000
-1.037
                                              0.053
1.399
-0.527
5.000
MEAN
MODE
KURTOSIS
MINIMUM
                              STD ERR
STD DEV
SKEWNESS
MAXIMUM
                                                             MEDIAN
VARIANCE
                                                             RANGE
                 1.000
                   693
                              MISSING CASES
VALID CASES
```



5URV11 IF JUST WANT TO FLY DONT PUT AS MUCH EFFORT INTO COLLATERAL DUTIES AS OTHERS DO

```
CODE
     1.
       ***********
                                    121)
        I
          DISAGREE STRONGLY
        ************
                                103)
       **********
                                90)
       187)
          AGREE STRONGLY
              1)
(MISSING)
       3.321
4.000
-1.249
1.000
                              0.055
1.449
-0.383
5.000
                                                   3.673
2.100
4.000
MEAN
                   STD ERR
                                       MEDIAN
MODE
KURTOSIS
                    STD DEV
                                       VARIANCE
                   SKEWNESS
MAXIMUM
                                       RANGE
MUMINIM
VALID CASES
            695
                   MISSING CASES
                                  1
```



SURV 12 AVG MONHTLY FLT TIME THAN LIKE

| CODE | - | | | | |
|-------------------------------------|--|---|----------------------------------|-----------------------------|-------------------------|
| 1. | ************************************** | ************************************** | ****** | * (367) | |
| 2. | | *** (159) | | | |
| 3. | ********* | *** (157) | | | |
| 4. | İ I *** (8) I | | | | |
| 5. | I I (0) I HIGHER THAN I I | WOULD LIKE | | | |
| 9. (MISSING) | I ** (5) I | | | | |
| | TIOO FREQUENCY | 200 | ·300 | 400 500 | |
| 1EAN 10DE CURTOSIS 1INIMUM | 1.719 1.000 -0.971 1.000 | STD ERR STD DEV SKEWNESS MAXIMUM | 0.032 0.853 0.684 4.000 | MEDIAN VARIANCE RANGE | 1.441 0.727 3.000 |
| /ALID CAS | ES 691 | MISSING CASE | s 5 | | |



SURV13 FLYING MORE IMPORT THAN STAFF DUTIES TO ME

| CODE | T | | | | |
|-------------------------------------|--|---|-----------------------------------|-----------------------------|-------------------------|
| 1. | ************************************** | | | | |
| 2. | ******** | ****** | ****** | (135) | |
| 3. | ************************************** | ******* | ****** | ******* (170 |)) |
| 4. | ******** | ****** | ****** | ******* (17 | (4) |
| 5. | | ************************************** | ****** | **** (157) | |
| (MISSING) | ** (3) I I | T | т | T T | |
| | FREQUENCY | 80 | 120 | 160 200 | |
| 1EAN 10DE TURTOSIS IINIMUM | 3.345 4.000 -1.001 1.000 | STD ERR STD DEV SKEWNESS MAXIMUM | 0.048 1.251 -0.229 5.000 | MEDIAN VARIANCE RANGE | 3.409 1.564 4.000 |
| /ALID CAS | ES 693 | MISSING CASE | ES 3 | | |



SURV14 DISLIKE PAPERWK___THAN OTHERS

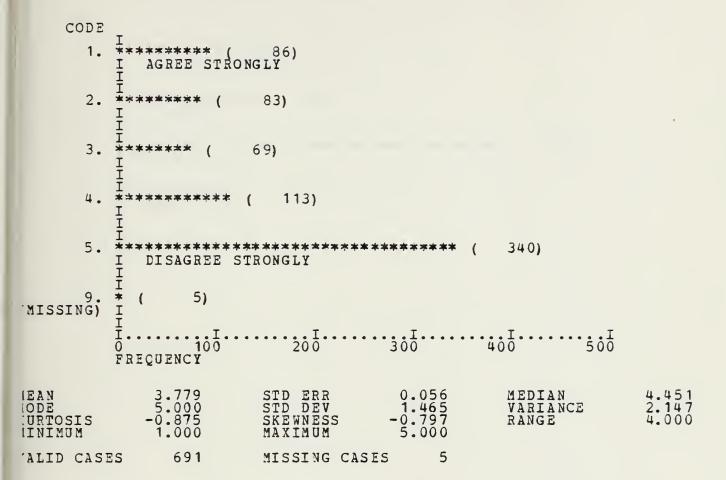
```
CODE
       I *** (ch more
       ******
                   78)
        ********** ( 344)
        ******* ( 175)
     5. ******* (
I MUCH LESS
                   73)
      * (
I
I
(MISSING)
              4)
        3.288
3.000
0.124
1.000
                                0.035
0.913
-0.016
5.000
                                          MEDIAN
VARIANCE
RANGE
          692
                     MISSING CASES 4
'ALID CASES
```



1/13/81

FILE - THESIS - CREATED 09/30/81

SURV 15 WOULD FOREGO CDR TO FLY 20





:URV16 BEST TOUR LENGTH IS_____

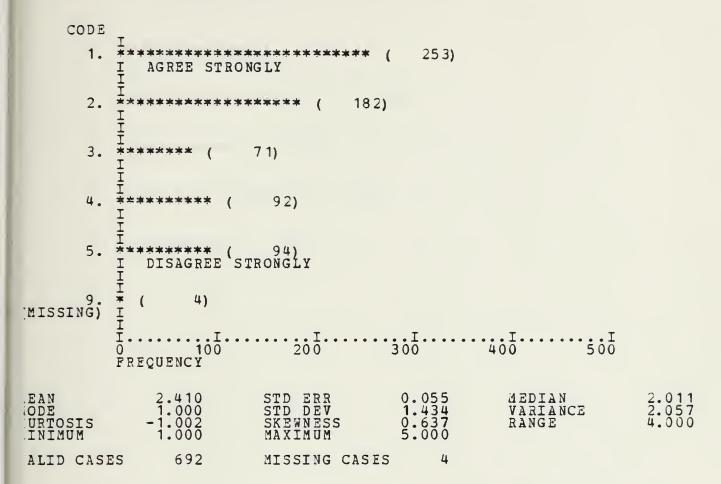
CODE ******* (68)
I 6 YEARS OR MORE 1. ******* (133) I 5 YEARS ********** (380) FOUR YEARS *********** (108)
I THREE YEARS TWO YEARS OR LESS ** (MISSING) (2) FREQUENCY 2.782 3.000 0.048 1.000 0.032 0.850 -0.461 5.000 STD ERR STD DEV SKEWNESS MAXIMUM 2.884 0.722 4.000 IEAN MEDIAN IODE TURTOSIS VARIANCE RANGE 'ALID CASES 694 MISSING CASES



1/13/81

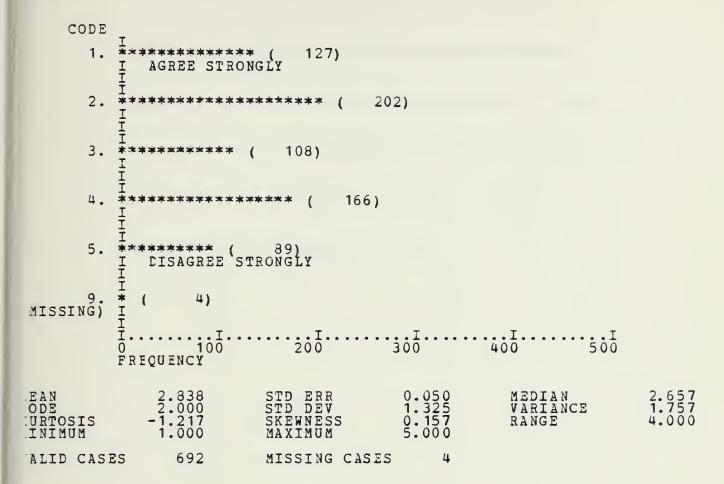
FILE - THESIS - CREATED 09/30/81

:URV17 SHCULD DEVELOP INSTRUCTOR PILOT QUALS





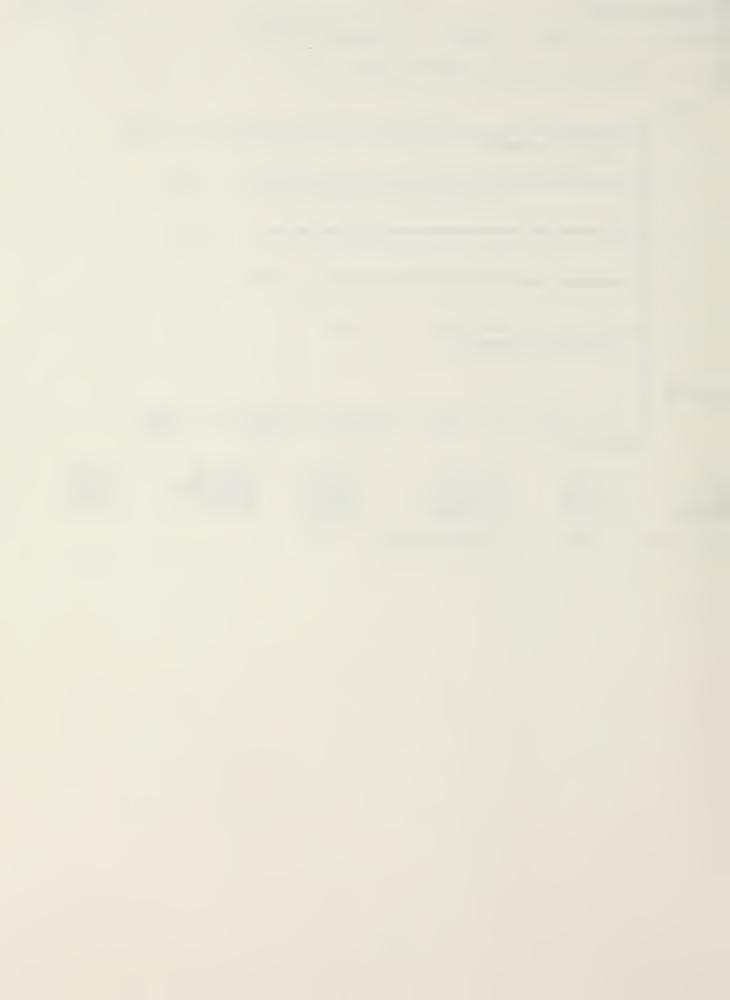
.URV18 PILOTS SHOULD FLY OTHERS SHD ADMIN



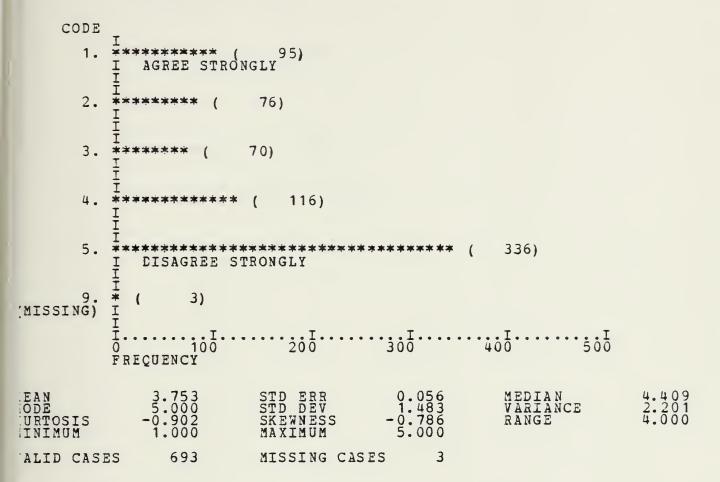


:URV19 PRIMARILY IN CG TO FLY CG ACFT

```
CODE
                                                         174)
           AGREE STRONGLY
         ********************************
                                                    156)
         ***************
                                                   150)
         ********* ( 128)
         ******* ( 87)
           DISAGREE STRONGLY
MISSING)
          (
                1)
               40 80 120 160 200
         FREQUENCY
            2.709
1.000
-1.155
1.000
                                     0.051
1.352
0.234
5.000
                                                             2.617
1.829
4.000
                       STD ERR
STD DEV
SKEWNESS
                                               MEDIAN
VARIANCE
IEAN
                                               RANGE
URTOSIS
                       MAXIMUM
IINIMUM
              695
'ALID CASES
                       MISSING CASES
```



;URV20 WCULD XFER OUT TO FLY

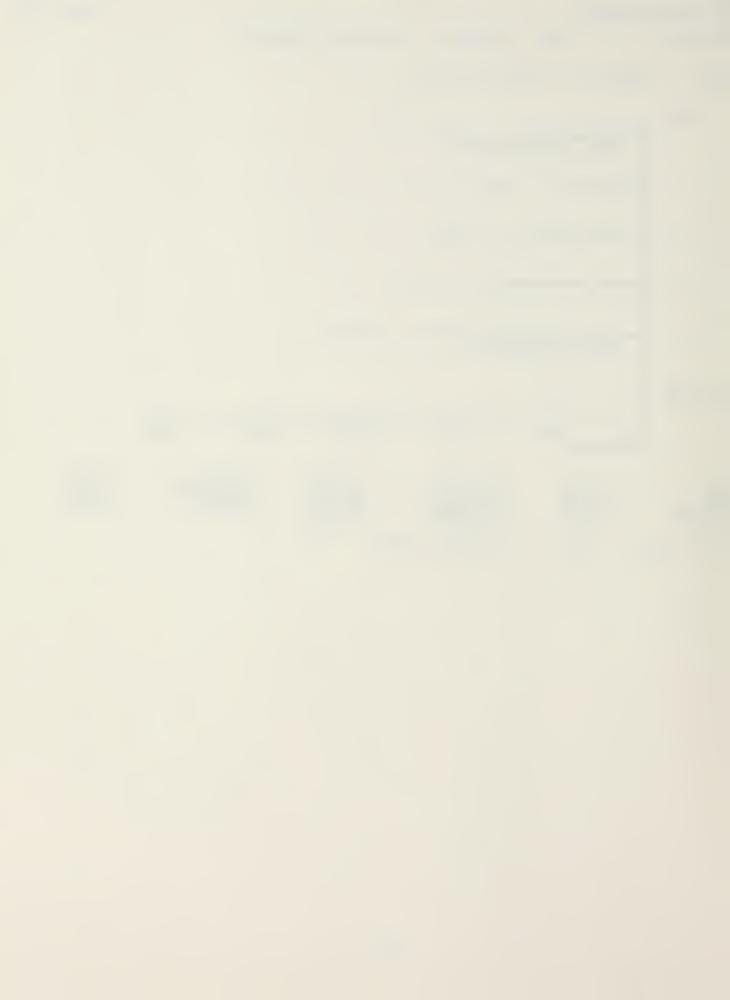




URV21 IMPORT OF BEING XO OR CO

```
CODE
                                                                                                                                              *********** ( 121)
I VERY UNIMPORTANT
I
                                                                                                    2. ******* ( 73)
                                                                                                                                                 ********* ( 119)
                                                                                                  4. ********* ( 162)
                                                                                                                                              ******** ( 220)
                                                                                                                                                                      VERY IMPORTANT
                                                                                                                                              :
* (
!
(MISSING)
                                                                                                                                                                                                        1)

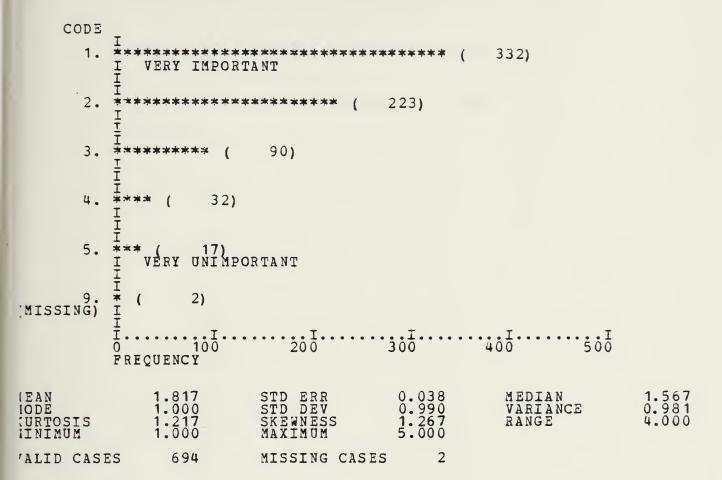
\vec{1} \cdot \cdot \cdot \cdot \cdot \vec{1} \cdot \cdot \cdot \vec{1} \cdot \cdot \cdot \vec{1} \cdot \cdot \cdot \vec{1} \cdot \vec{1} \cdot \cdot \cdot \vec{1} \cdot \vec{1} \cdot \cdot \vec{1} \cdot \vec{1} \cdot \cdot \vec{1} \cdot \vec{
                                                                                                                                              FRECUENCY
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             0.055
1.461
-0.465
5.000
                                                                                                                                                                                           3.413
5.000
-1.157
1.000
                                                                                                                                                                                                                                                                                                                                                                           STD ERR
STD DEV
SKEWNESS
MAXIMUM
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               MEDIAN
VARIANCE
RANGE
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  3.713
2.133
4.000
IEAN
IODE
URTOSIS
UNIMUM
 'ALID CASES
                                                                                                                                                                                                                                      695
                                                                                                                                                                                                                                                                                                                                                                             MISSING CASES
```



1/13/81

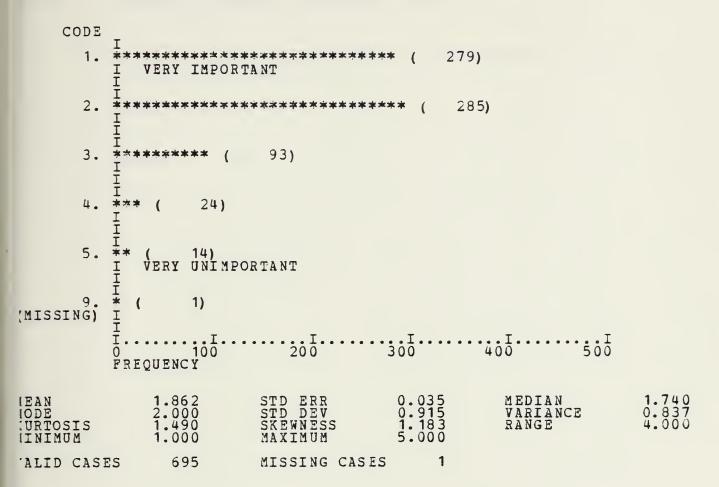
FILE - THESIS - CREATED 09/30/81

:URV22 IMFORT OF FLYING CG ACFT



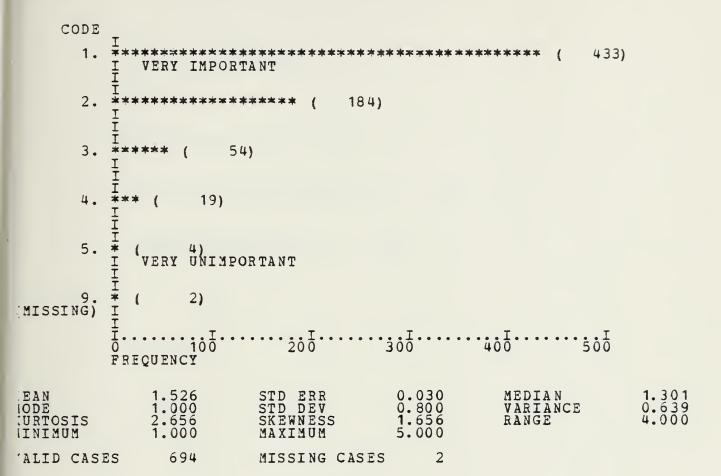


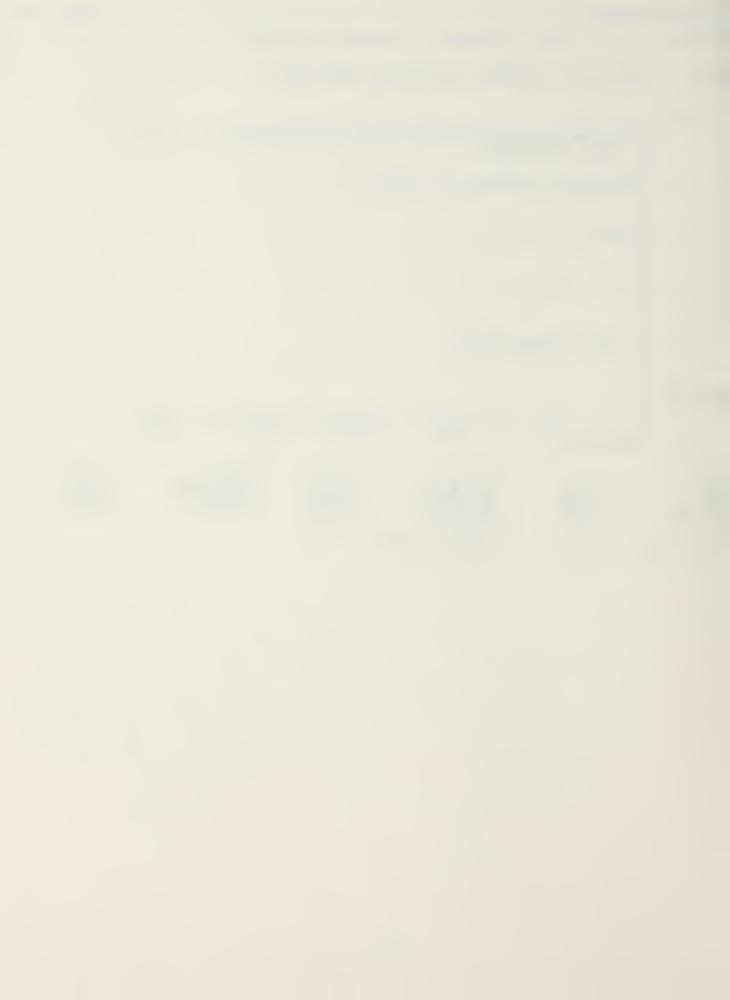
;URV23 IMPORT OF PARTIC IN CG AVTN DECISIONS





:URV24 IMPORT OF BECOMING UNUSUALLY GOOD PILOT





:URV25 IMPORT OF PARTIC IN CG WIDE DECISIONS

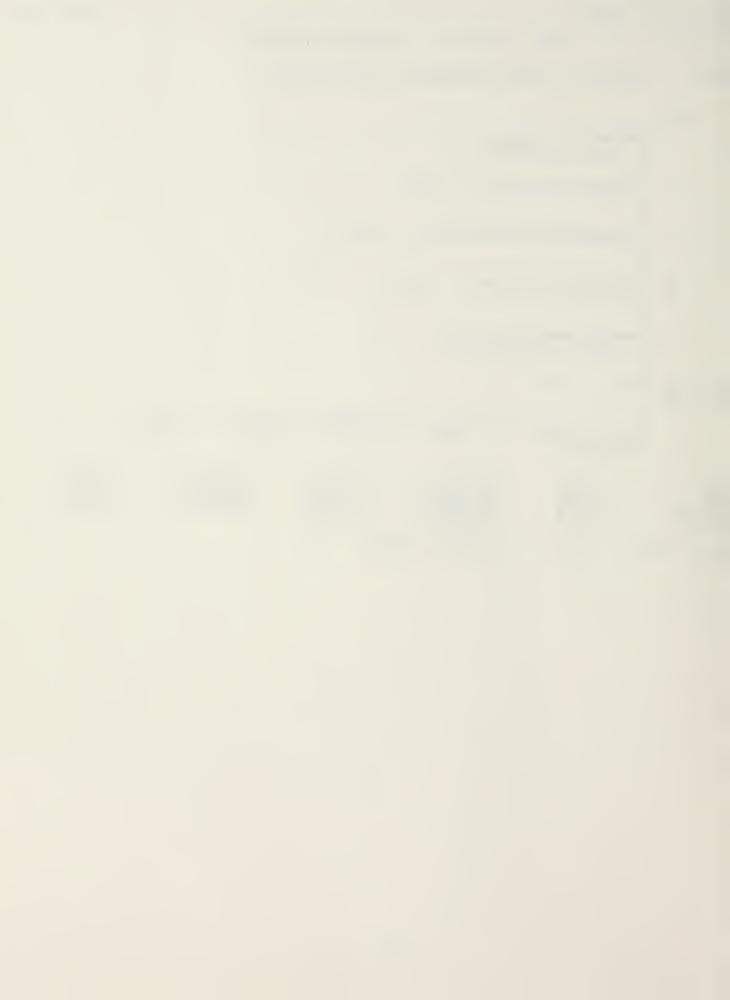
```
CODE
          **** ( 25)

VERY UNIMPORTANT
          ****** ( 64)
      3.
         *********
                               145)
          ******** ( 257)
         ******** ( 204)
            VERY IMPORTANT
MISSING)
              1)
           (
           100 200 300 400 500
          FREQUENCY
             3.793
4.000
-0.090
1.000
                          STD ERR
STD DEV
SKEWNESS
MAXIMUM
                                         0.041
1.074
-0.729
5.000
EAN
ODE
URTOSIS
INIMUM
                                                                     3.942
1.153
4.000
                                                      MEDIAN
                                                      VARIANCE
RANGE
                695
ALID CASES
                          MISSING CASES
```



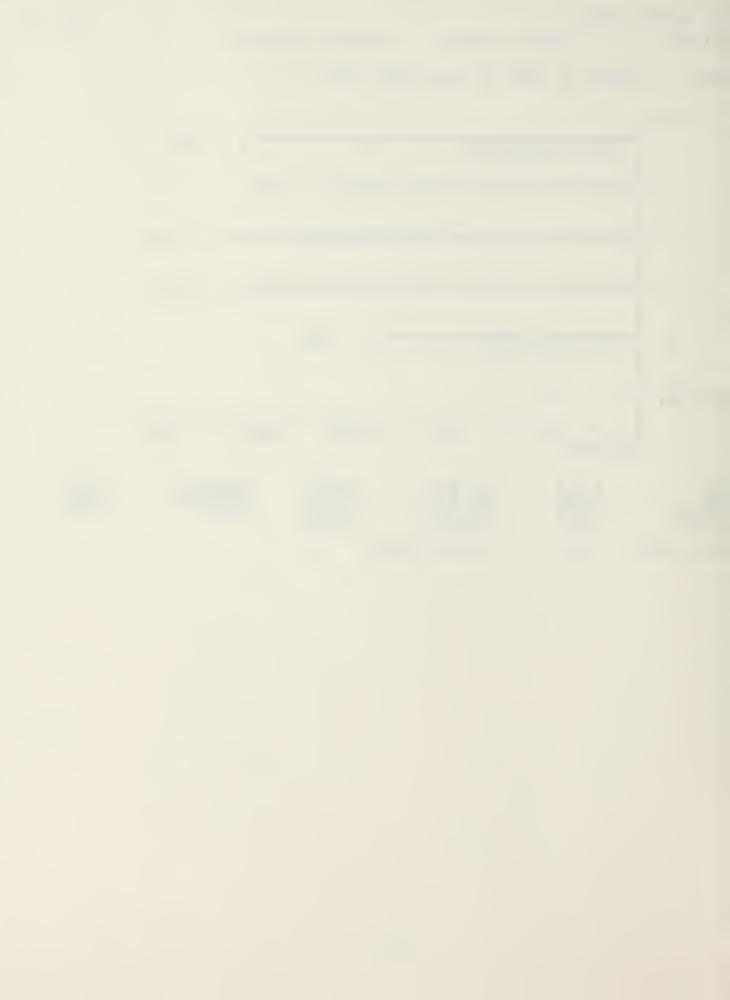
URV26 IMPCRT OF BEING EVALUATED ONLY AS PILOT

```
CODE
          ****** ( 47)
I VERY IMPORTANT
          ********
                                 153)
          ******* ( 214)
       4. ********* ( 159)
          *********** ( 117)
I VERY UNIMPORTANT
          Ĭ
** (
I
MISSING)
                6)
          3.212
3.000
-0.866
1.000
                            STD ERR
STD DEV
SKEWNESS
MAXIMUM
                                           0.044
1.166
-0.032
5.000
EAN
ODE
URTOSIS
INIMUM
                                                         MEDIAN
VARIANCE
RANGE
                                                                          3.178
1.360
4.000
ALID CASES
                 690
                            MISSING CASES
```



URV27 IMPCRT OF SERV ON HIGH RESP STAFF

| CODE | - | | | | |
|---------------------------------|--|---|-----------------------------------|-----------------------------|-------------------------|
| 1. | ************************************** | ************ PORTANT | ***** | ** (150) | |
| 2. | I I I | ****** | ****** (1 | 21) | |
| 3. | I ************* | ****** | ****** | ***** (164) | |
| 4. | | ****** | ******* | **** (158) | |
| 5. | T ************************************ | ************************************** | ** (100) | | |
| MISSING) | ** (3) I | | | | |
| | FREQUENCY 40 | 80 | 120 | 160 200 | |
| EAN ODE URTOSIS INIMUM | 2.909 3.000 -1.200 1.000 | STD ERR STD DEV SKEWNESS MAXIMUM | 0.052 1.356 -0.009 5.000 | MEDIAN VARIANCE RANGE | 2.960 1.840 4.000 |
| ALID CASI | ES 693 | MISSING CA | ASES 3 | | |



URV28 CAREER OF PILOT OR OFFICER

CODE I ******** (92) MOSTLY AS A PILOT ************* 151) 176) 147) ********* (127) MOSTLY AS AN OFFICER MISSING) ** (3) FREQUENCY 3.095 3.000 -1.088 1.000 0.049 1.299 -0.038 5.000 STD ERR STD DEV SKEWNESS MEDIAN VARIANCE RANGE 3.088 1.687 4.000 EAN ODE URTOSIS INIMUM MAXIMUM MISSING CASES 693 ALID CASES



1/13/81 FILE - THESIS - CREATED 09/30/81

URV29 ____IN BECOMING UNIT INSTR PILOT

CODE ********* (316) VERY INTERESTED ****** (163) 3. ****** (93) 4. ***** (52) ******* (70)
I VERY UNINTERESTED MISSING) (2) FREQUENCY 2.131 1.000 -0.288 1.000 0.051 1.335 0.971 5.000 EAN ODE URTOSIS INIMUM STD ERR STD DEV SKEWNESS MAXIMUM MEDIAN VARIANCE RANGE 694 MISSING CASES 2 ALID CASES



FILE - THESIS - CREATED 09/30/81

URV30 ____PARTIC IN FLY ONLY CAREER PRGM

```
CODE
         ******** ( 292)
           WOULD
        ******** ( 134)
      2.
      3. ******** ( 113)
        ******
                      55)
        ********** ( 100)
I WOULD NOT
9.
MISSING)
         *
          (
               2)
         FREQUENCY
            2.333
1.000
-0.869
1.000
                        STD ERR
STD DEV
SKEWNESS
MAXIMUM
                                                               1.910
2.090
4.000
                                      0.055
EAN
                                                 MEDIAN
                                      1.446
0.714
5.000
ODE
                                                 VARIANCE
URTOSIS
INIMUM
                                                 RANGE
ALID CASES
               694
                       MISSING CASES 2
```

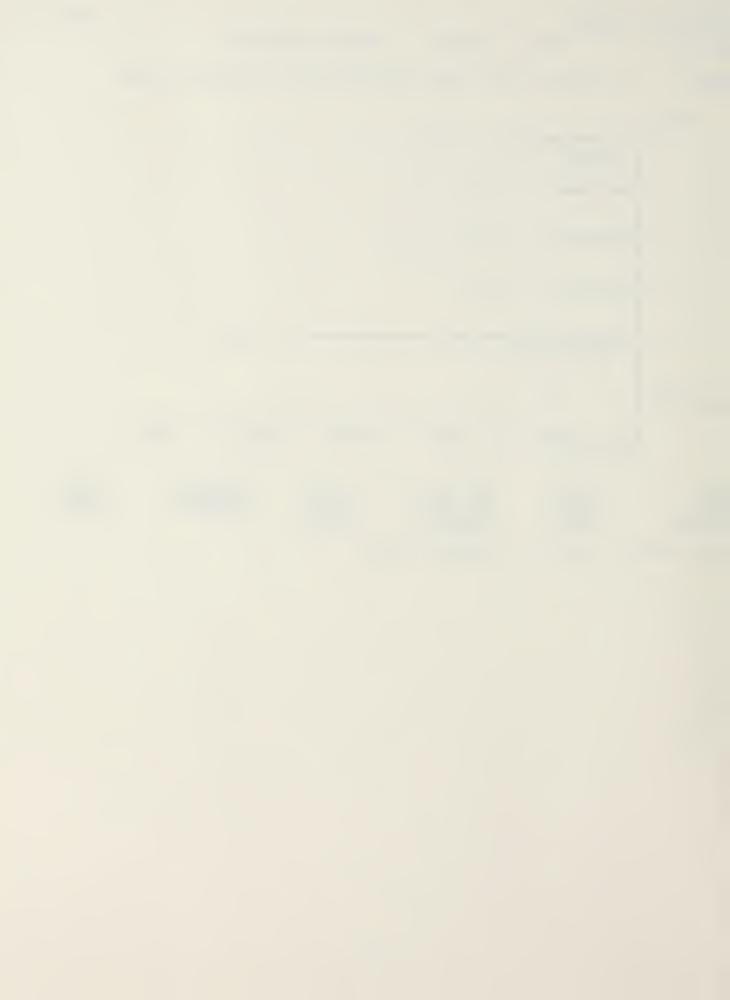


1/13/81

FILE - THESIS - CREATED 09/30/81

URV31 PARTIC IN FLY ONLY CARFER PRGM IF LIMITED TO LCDR

| CODE | T | | | | |
|---------------------------------|--|---|-----------------------------------|-----------------------------|-------------------------|
| 1. | ************************************** | (130) | | | |
| 2. | ******** (I I | 75) | | | |
| 3. | ******** | 80) | | | |
| 4. | ******** (I I | 82) | | | |
| 5. | ************************************** | je spe spe spe spe spe spe spe spe spe sp | ****** (| 326) | |
| MISSING) | I * (3) I I | T | T | T I | |
| | O 100 FREQUENCY | 200 | 300 4 | 00 500 | |
| EAN DDE JRTOSIS INIMUM | 3.576 5.000 -1.298 1.000 | STD ERR STD DEV SKEWNESS MAXIMUM | 0.060 1.591 -0.570 5.000 | MEDIAN VARIANCE RANGE | 4.250 2.531 4.000 |
| ALID CASE | es 693 | MISSING CASES | 3 | | |



FILE - THESIS - CREATED 09/30/81

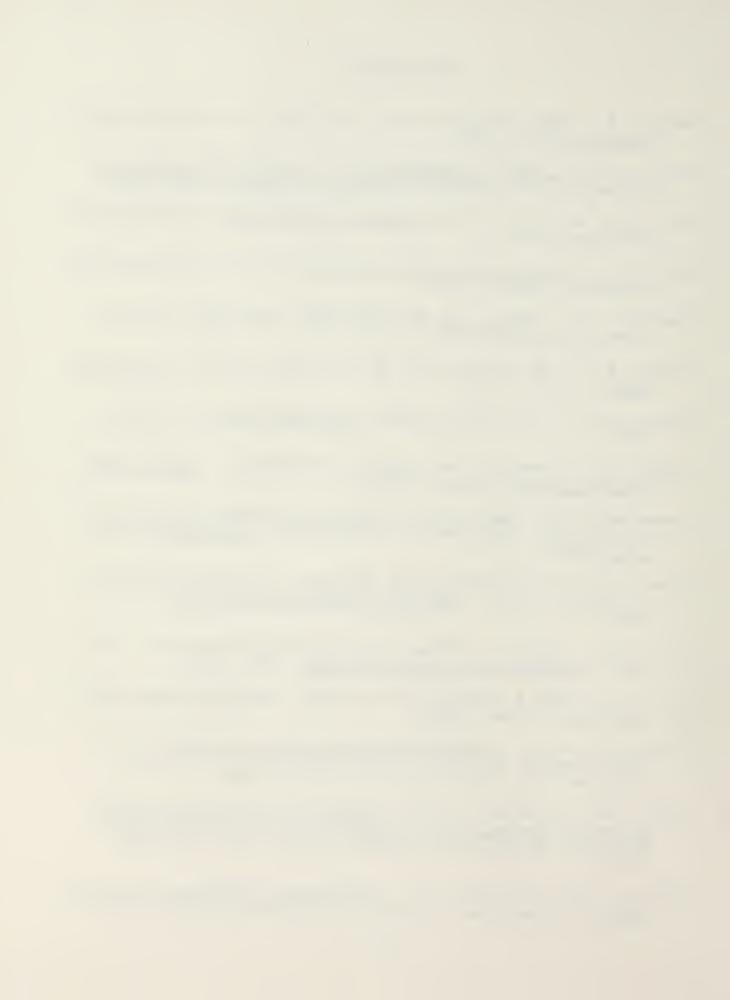
OMB

```
CODE
                                                                      ********* ( 123)
                                                                                            HIGHLY COSMOPOLITAN
                                                3. ********* ( 47)
                                                                     ******* ( 61)
                                                5. ********* (
                                                                                                                                                                                                            47)
                                                                                                                                                                                                                                                                                                                                                                                                  134)
                                                                       ************
                                               7. ********** ( 63)
                                               8. ************* (
                                                                                                                                                                                                                                                                                       76)
                                               9. ******** ( 43)
                                         10. **************** ( 100)
                                                                                                  HIGHLY LOCAL
18.
(MISSING)
                                                                        ** (
                                                                                                                                                  2)
                                                                         \overline{1} 
                                                                         FREQUENCY
                                                                                                5.951
6.000
-0.325
2.000
                                                                                                                                                                                                                                                                                                                0.105
2.767
0.190
18.000
                                                                                                                                                                                                    STD ERR
STD DEV
SKEWNESS
                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               6.022
7.658
16.000
EAN
                                                                                                                                                                                                                                                                                                                                                                                                                   MEDIAN
                                                                                                                                                                                                                                                                                                                                                                                                                   VARIANCE
DDE
URTOSIS
                                                                                                                                                                                                                                                                                                                                                                                                                   RANGE
                                                                                                                                                                                                     MAXIMUM
INIMUM
                                                                                         696
ALID CASES
                                                                                                                                                                                                   MISSING CASES
```



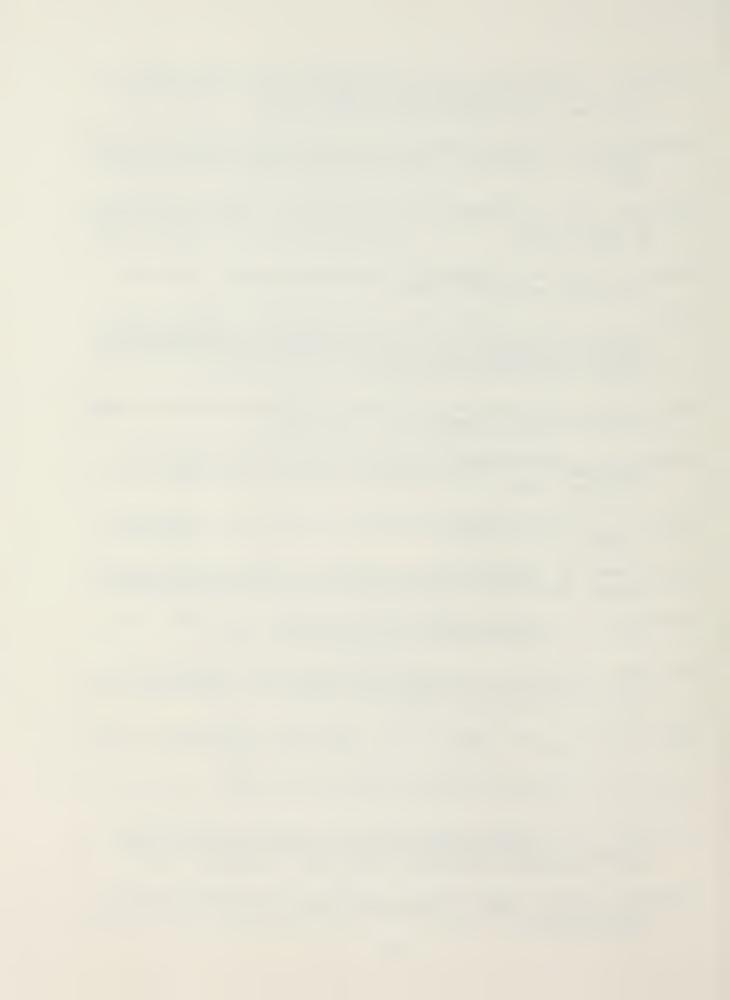
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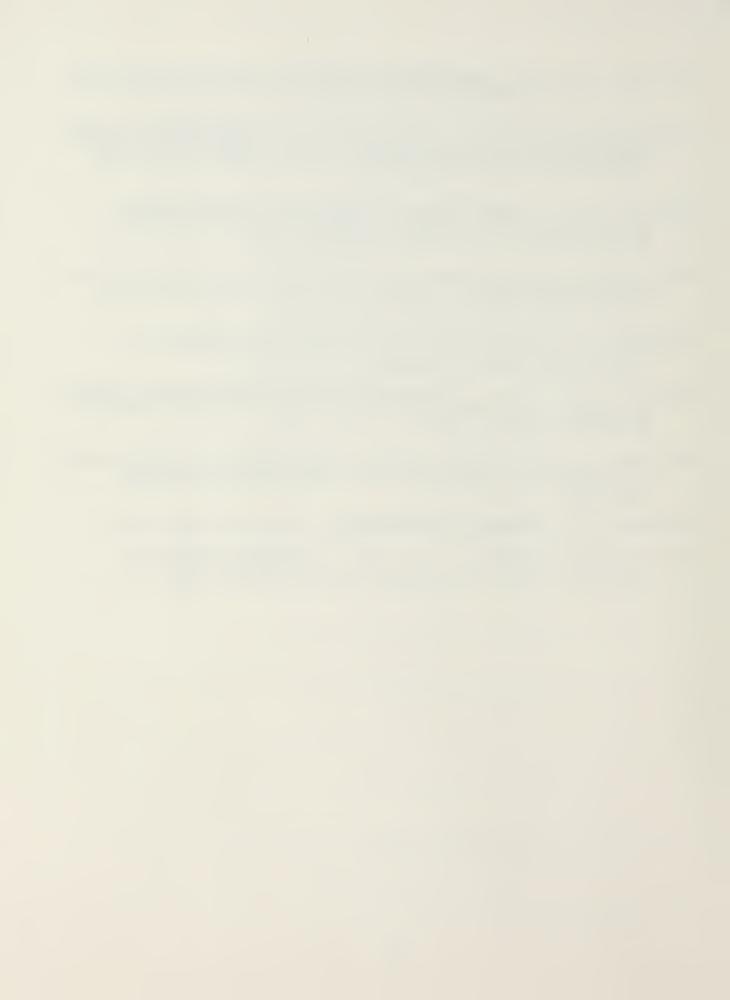


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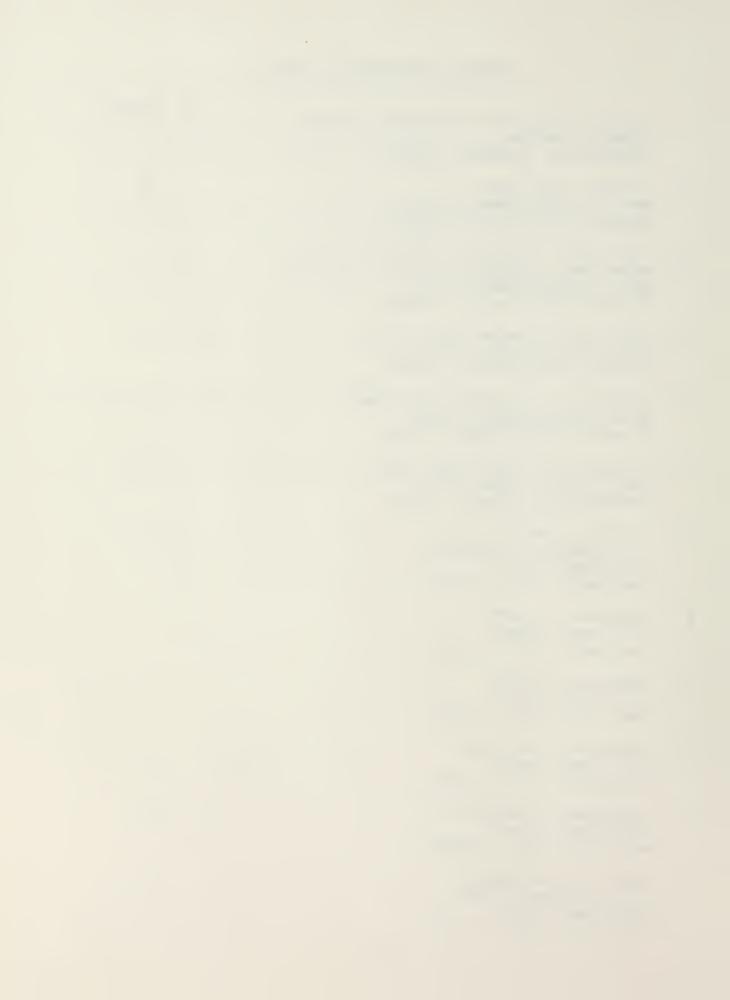


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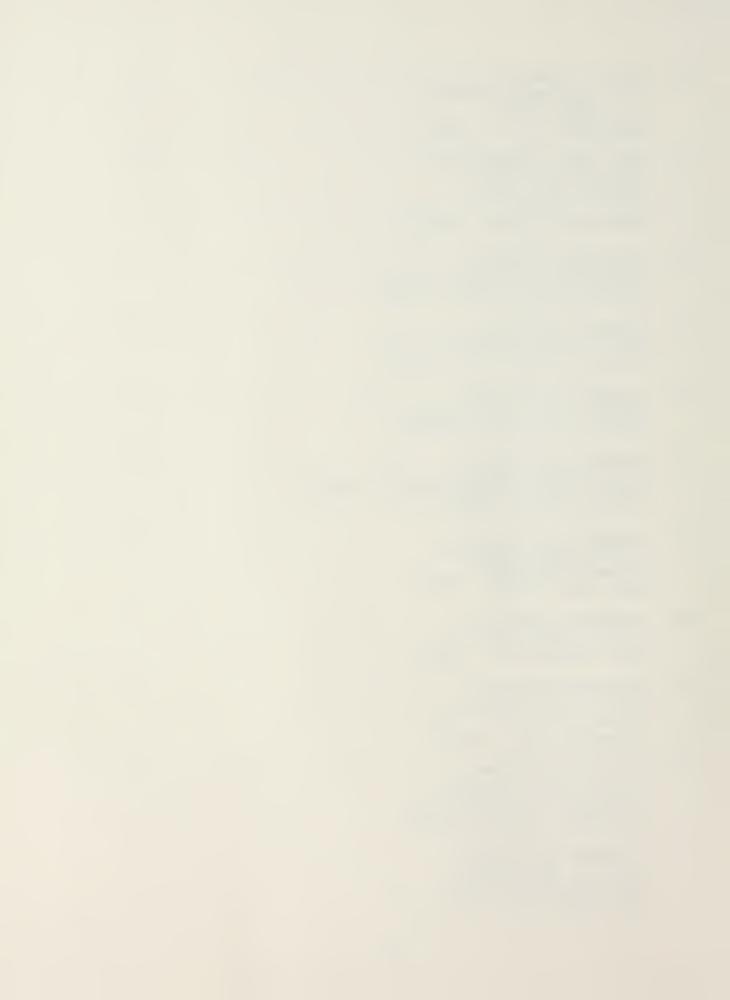


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